

Measuring Progress Toward the Sustainable Development Goals in Urban Contexts in Colombia



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Workshop in Development Practice

The Workshop in Development Practice is a required capstone course for second-year master's degree students at Columbia University's School of International and Public Affairs in New York City. The Workshop provides students with an opportunity to apply what they have learned from their coursework, internships, and prior work experience to consulting engagements in the field of development. Students work in teams with a faculty advisor to assist clients on a wide variety of assignments in international development, human rights and related fields. This project on Measuring Progress Toward the Sustainable Development Goals in Urban Contexts in Colombia was developed in partnership with Fundación Corona and began in November 2017.

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Executive Summary

Colombia is frequently cited as one of the leading countries in SDG implementation in Latin America, and the world in general. The main reason for its success has been the highly active participation of the public and private sectors, as well as civil society in general. This led to the early adoption of the SDG framework as part of its national development plan. The majority of the governments do not possess readily data that will enable them to evaluate their SDG baseline, nor their progress in subsequent years. Based on this, governments need to either collect the data or adjust existing data to the chosen indicators. Moreover, in the case of local governments, since not all of the SDG indicators are applicable at the local level, it is necessary to adapt the metrics to the local context. As a result, a large number of metrics have been developed by each city to better adapt to the SDG targets and indicators. While this has enriched the process of development measurement in general, it has made it harder to establish a preset of indicators that can be widely used by all cities.

Fundación Corona is a Colombian non-profit organization with the mission of contributing to capacity building to enhance social development, quality of life and equity in Colombia. Fundación Corona seeks to create innovative, replicable, integral and sustainable models that will improve Colombian's quality of life. A core objective of Fundación Corona is to impact public policy, and the Foundation does so through implementing projects that involving oversight and monitoring of policy impacts and promoting higher involvement and citizen participation. Innovative measurements like the Social Progress Index and the SDGs have taken the concept of quality of life in urban contexts to a new level of analysis. In particular, the SDGs require a multisector approach to address challenges to sustainable development in cities in Colombia. A major challenge is the lack of disaggregated and local data for measuring indicators related to sustainable cities, sustainable consumption, climate change, and natural ecosystems.

Under the MDGs, Colombia defined national level goals, but these goals did not represent local and regional differences. Now the challenge is to define targets at the local level and engage local actors. This project, being conducted under the umbrella of Fundación Corona's *Cómo Vamos* program, is intended to develop an actionable measurement and ranking tool for policymakers and other local actors to help define local targets and realistic policy decisions in relation to the SDGs. The focus of this Workshop project will include updating baseline data at local levels and engaging local stakeholders in identifying the main challenges for each city and constructing a sustainable urban agenda. This will be followed by the construction of an actionable instrument to differentiate cities based on their level of development.

There are currently no actionable agendas at the local level in Colombia, only at the National and regional level through the recent launch of the CONPES guilders for SDG monitoring and evaluation. This creates an opportunity for Fundación Corona to partner with Columbia University and other local actors in Colombia to create the first benchmark for cities that can be brought to local governments across Colombia, allow local governments to prioritize different targets and emphasize indicators or goals according to local capacity, and accelerate the 2030



Agenda implementation. In this sense, for the last seven years the specialized SIPA Workshop team has provided support to Fundación Corona to 1) conduct benchmark research, 2) review baseline data, 3) support and facilitate key stakeholder interviews, 4) develop an actionable monitoring instrument, and 5) validate the instrument with local stakeholders through fieldwork in Colombia. As a result of this project, Fundación Corona has an actionable tool that local governments can use to measure their progress in achieving local sustainable development goals that can be harmonized with the national sustainable development agenda.



Acronyms and Abbreviations

CONPES: Consejo Nacional de Política Económica y Social (guidelines approved by the National Council of Economic and Social Policy)

CVCN: Cómo Vamos City Network (Red de Ciudades Cómo Vamos)

DANE: Departamento Administrativo Nacional de Estadísticas (Colombia's National Administrative Department of Statistics)

DNP: Departamento Nacional de Planeación (Colombia's National Planning Department)

GHG: Greenhouse gas

HLPF: High Level Political Forum

ICLEI: International Council for Local Environmental Initiatives, Local Governments for Sustainability initiative

LDA-SI: Local Data Action Solutions Initiative of SDSN

LRG: Local and regional governments

MDG: Millennium Development Goals

MSA: Metropolitan statistical area

PND: Plan Nacional de Desarrollo (National Development Plan)

SDG: Sustainable Development Goals

SDSN: Sustainable Development Solutions Network

SIPA: Columbia University's School of International and Public Affairs

SPI: Social Progress Index

UCLG: United Cities and Local Governments

UN: United Nations

UNDP: United Nations Development Programme



WCCD: World Council on City Data



Introduction

Colombia is one of the leading countries in SDG implementation in Latin America. The main reason for its success has been the highly active participation of the public and private sectors, as well as civil society. This led to the early adoption of the SDG framework as part of the country's national development plan. Not all of the SDG indicators are applicable at the city level, making it necessary to adapt the metrics to the local context. As a result, a large number of metrics have been developed by each city to better adapt to the SDG targets and indicators. While this has enriched the process of development measurement in general, it has made it harder to establish uniform indicators that can be widely used by all cities.

Municipalities across Colombia have very different levels of development based on their varying levels of resources and capacity. The majority of the governments do not possess readily available data that will enable them to evaluate their SDG baseline, nor their progress in subsequent years. Moreover, cities have new development plans every four years in conjunction with mayoral turnover, making it a challenge to sustain efforts over the long term. Despite this, there is generally a high level of support for localizing the SDGs and aligning local development plans with the national agenda, creating an opportunity to improve data and monitoring and evaluation systems to enable cities to measure their progress and engage civil society in sustainable development efforts.

Between 2016 and 2017, Fundación Corona—a civil society organization based in Bogotá—and the Cómo Vamos City Network (CVCN) launched its SDG project to identify how cities in Colombia are advancing and to gather baseline data. In March 2017, Fundación Corona published its baseline study in partnership with CVCN and United Nations Development Programme and uploaded the data to their Ciudadatos platform to make the information available to all cities. Over the past six months, Fundación Corona, CVCN, and students from Columbia University's School of International and Public Affairs (SIPA) have worked to expand the baseline data and develop a tool that will support the measurement and evaluation of cities' progress in localizing and aligning their development plans with the SDGs. While there have been regional efforts to localize the SDGs, there have been no other city-level efforts in Colombia, creating a unique opportunity for this project to serve as a model for other global cities.



Background

Client Organization

Fundación Corona is a Colombian non-profit organization with the mission of contributing to capacity building to enhance social development, quality of life and equity in Colombia. Fundación Corona seeks to create innovative, replicable, integral and sustainable models that will improve Colombians' quality of life.¹ The Foundation considers itself a 'second floor' organization, as it articulates allies, supports initiatives and generates knowledge through its different interventions. This 'second floor' condition allows the Foundation to promote social projects of high strategic value and build the necessary alliances to create a collective impact between the civil society, the private sector, and the national government. Fundación Corona started 54 years ago, but since 2013 they have redefined their strategy, defining education as the main tool to contribute to a more equitable country. The strategy is based in three main courses of action: (i) education with a focus in the labor market, (ii) citizenship education, and (iii) innovation.

The Foundation's course of action on citizenship education aims to reconnect citizens with institutions and their surroundings. Through its different programs, citizenship education promotes the consolidation of a citizenship that is involved and responsible in the construction of its quality of life, and citizens that dialogue with participatory, honest and efficient governments. Citizen oversight is the means through which the Foundation encourages a culture of accountability in local governments and citizen control, with the motto that what is not measured cannot be improved. Under the concept of citizen oversight, Fundación Corona created the *Cómo Vamos* City Network, measured the Social Progress Index (SPI), and created a baseline study about the implementation of SDGs in Colombia.

Cómo Vamos is a network that aims to promote effective and transparent local governments by stimulating active, informed, and responsible civic participation. *Cómo Vamos* also works to promote alliances that improve the quality of life in cities. In order to promote these, *Cómo Vamos* periodically monitors the changes in each city's quality of life, and the compliance of municipal and district governments with their development plans. *Cómo Vamos* started 18 years ago in Bogotá, and currently reaches 16 cities around the country.

Fundación Corona currently works with 155 partners, in 19 regions of the country, and has an annual budget of around \$3.5 million dollars.² The foundation is managed by Angela Escallon (Executive Director), and the staff is divided in three courses of action (or projects) and by functional area. For the purpose of this project specifically, the main contacts are Mónica Villegas (Manager of Social Projects in Citizenship Education), Esteban Pelaez (Project Coordinator in Citizenship Education), and Luis Hernán Sáenz (*Cómo Vamos* Network Coordinator).

¹ Fundación Corona website: <http://www.fundacioncorona.org.co>.

² Fundación Corona, Annual Report 2016.



Finally, regarding their SDG localization efforts, throughout 2017, Fundación Corona conducted a first baseline data collection of SDG indicators developed from the civil society to measure them in Colombian cities. This was done in alliance between Fundación Corona, the Cómo Vamos City Network, and UNDP. The objective of this project was to convince local actors of the importance of incorporating the SDGs in their policy agenda, and to contribute to reduce the obstacles between local targets, national goals, and local capacities. The baseline showed that out of the 169 SDG targets, only 78 targets (46%) are pertinent for urban contexts. Moreover, out of these 78 targets, only 62 (79%) have disaggregated quality information available for cities. The other 16 (21%) have no information available that can be used for follow-up. The conclusions of the report included the need for combined efforts to reduce big gaps and address the measurement of all indicators in local contexts, and the need to create a multi-sector ecosystem that could cover the whole 2030 Agenda³ The baseline developed provides the foundation of the current project.

Consequently, while also working with the DNP and UNDP, Fundación Corona is looking to develop a bottom-up, innovative and independent project that empowers local governments to take decisions based on their own challenges and opportunities, while also learning from other cities. In this way, it seeks to complement the work of the government by adding transparency and a counteroffer that helps civil society have a better understanding of the importance of the SDGs in their local communities.⁴

Colombian National and Regional SDG Implementation Efforts

Colombia is frequently cited as one of the leading countries in SDG implementation in Latin America, and the world in general. The main reason for its success has been the highly active participation of the public and private sectors, as well as civil society in general.⁵ This led to the early adoption of the SDGs framework as part of the national development plan even before it had been universally accepted in September 2015, and therefore an accelerated implementation of the 2030 Agenda (Figures 1.1 and 1.2).

³ Ibid.

⁴ Fundación Corona has collected its own information, and therefore does not rely on the national data.

⁵ It is important to mention that it is frequently argued that Colombia's status as a "recovering-nation" also greatly influenced the attitude of the Government toward the urgency to implement sustainable policies that could help support the establishment of better trust and lasting peace.



**ALIGNMENT: 2030 AGENDA AND THE NDP 2014-2018
“TODOS POR UN NUEVO PAÍS”**

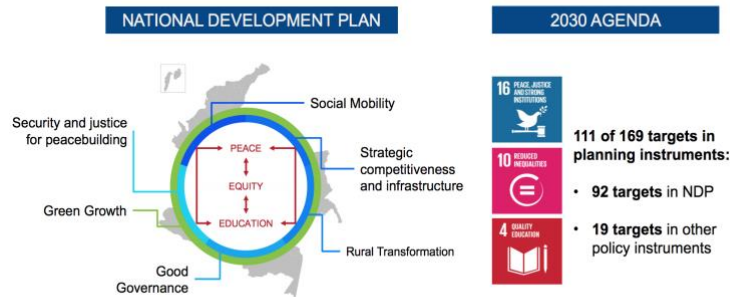


Figure 1.1: Level of alignment between the 2030 Agenda and Colombia’s National Development Plan (PND)⁶

**2030 AGENDA & THE SDGs AS A LONG-TERM
ENVELOPING AND INTEGRATING TOOL**

ACTIVE NATIONAL AGENDAS DETERMINE ACTIONS RELATED TO AT
LEAST 146 SDG TARGETS - 86%

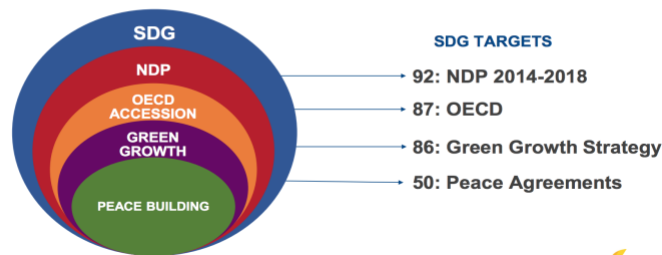


Figure 1.2: Level of alignment between the 2030 Agenda and other key development instruments of Colombia⁷

One of the key initiatives implemented in 2015 was the establishment, through an Executive Order of President Santos, of the High-level Interinstitutional Commission for the Preparation and Effective Implementation of the Post-2015 Development Agenda and the SDGs. This is a multi-sectoral political platform that includes all relevant National Ministries (mainly lead by the Department of Statistics (DANE) and the Department of Planning (DNP)) and the Office of the President; local and regional governments; and civil society organizations, academia and the private sector (Figure 2).⁸ All formal SDG implementation actions are coordinated through this commission. The most recent and important to date was the presentation of the voluntary national review in 2017.

⁶ DNP. (2017). Keeping the momentum up HLPF - ECOSOC Implementation of the 2030 Agenda in Colombia. Lessons learned and challenges (https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/2017_07_14_Presentacion_HLPF_Side_Event.pdf)

⁷ DNP. (2017). Keeping the momentum up HLPF - ECOSOC Implementation of the 2030 Agenda in Colombia. Lessons learned and challenges (https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/2017_07_14_Presentacion_HLPF_Side_Event.pdf)

⁸ Global Task Force of Local and Regional Governments. 2016. Roadmap for Localizing the SDGs: Implementing and Monitoring at the Subnational Level. P. 23. https://www.uclg.org/sites/default/files/roadmap_for_localizing_the_sdgs_0.pdf



INSTITUTIONAL FRAMEWORK: HIGH LEVEL INTER-INSTITUTIONAL COMMISSION

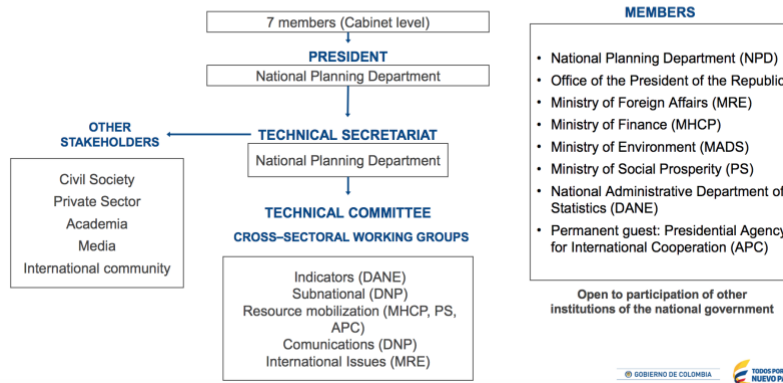


Figure 2: Structure of the High-level Interinstitutional Commission for the Preparation and Effective Implementation of the Post-2015 Development Agenda and the SDGs⁹

Regarding SDG localization, through the commission, the national government has worked since its creation with 32 departments and 31 departmental capital cities across the country in the adoption and creation of SDG-based territorial development plans¹⁰. Nonetheless, due to the great diversity in challenges and opportunities each department and city possesses, together with their distinct geographical characteristics, the commission assessed each territory individually, and therefore no universal consensus has been developed (Figures 3.1 and 3.2).¹¹

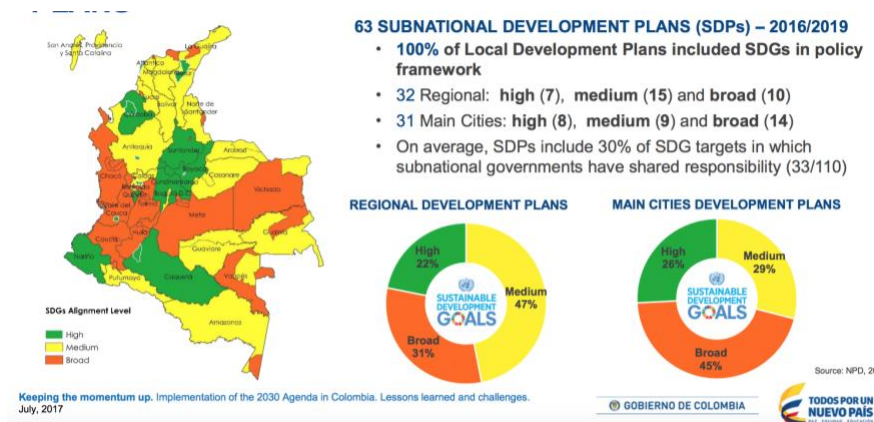


Figure 3.1: Level of alignment of Colombia's departments and capital city development plans to the SDGs¹²

⁹ DNP (2017). Keeping the momentum up HLPF - ECOSOC Implementation of the 2030 Agenda in Colombia. Lessons learned and challenges (https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/2017_07_14_Presentacion_HLPF_Side_Event.pdf)

¹⁰ UCLG. 2017. Local and Regional Governments' Report to the 2017 HLPF: National and Sub-National Governments on the Way Towards the Localization of the SDGs. P. 11. https://issuu.com/uclgclg/docs/localgov_report_localizationsdg_hlp

¹¹ DNP. 2017. Inclusión de los ODS en los Planes de Desarrollo Territorial, 2016 - 2019. https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/ODS_en_los_PDT.PDF

¹² DNP (2017). Colombia Voluntary National Review The SDGs: A Tool for Peacebuilding. (https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/NVR_20072016.pdf)



ALIGNMENT: SDGs & SUBNATIONAL DEVELOPMENT PLANS 2016-2019

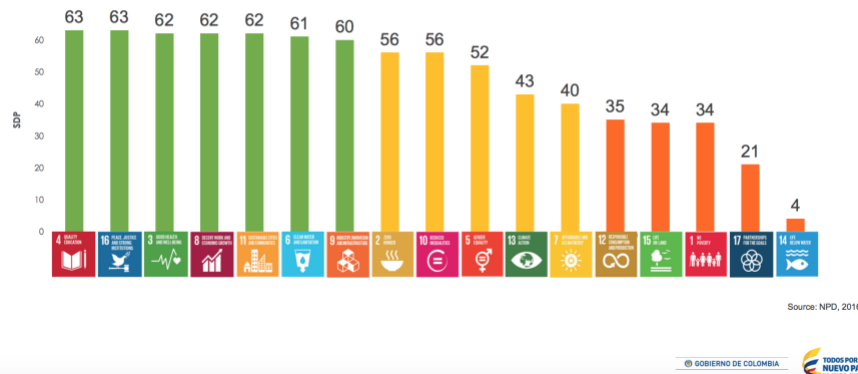


Figure 3.2: Number of SDGs covered by the develop plan of Colombia's Departments and Capital Cities¹³

Aside from the work being done directly through the commission, there have been many side projects developed with different partners to further contribute to the establishment and strengthening of the 2030 Development Agenda at the national and local level, including the development of a joint report with UNDP on SDG localization for the Colombian context¹⁴; various reports on the importance of the participation of the philanthropic and business sectors (mainly developed with the SDG Philanthropic Platform and the AECID, respectively); a pilot project launched to measure the private sector's contribution to the SDGs in four cities (Bogotá, Cali, Medellín, and Barranquilla); with UNDP, four regional meetings with civil society in the second semester of 2017.¹⁵

Finally, according to the latest report of the National Administrative Department of Statistics (DANE)¹⁶ and the National Planning Department (DNP)¹⁷, the main challenges that Colombia currently faces for the 2030 Agenda are:

- Improving information available (Figure 4)
- Closing regional gaps
- Strengthening monitoring and evaluation mechanisms

¹³ DNP (2017). Colombia Voluntary National Review The SDGs: A Tool for Peacebuilding. (https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/NVR_20072016.pdf)

¹⁴ UNDP (2016). Objetivos de Desarrollo Sostenible, Colombia: herramientas de Aproximación al Contexto Local. <http://www.co.undp.org/content/dam/colombia/docs/ODM/undp-co-ODSColombiaVSW-2016.pdf>

¹⁵ DNP (2017). Keeping the momentum up HLPF - ECOSOC Implementation of the 2030 Agenda in Colombia. Lessons learned and challenges. https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/2017_07_14_Presentacion_HLPF_Side_Event.pdf

¹⁶ DANE (2017). Avances y Desafíos para el Seguimiento de los ODS en Colombia. <https://www.dane.gov.co/files/images/eventos/ods/presentaciones/Alianzas/avances-desafios-seguimiento-ODS-colombia.pdf>

¹⁷ DNP (2017). Keeping the momentum up HLPF - ECOSOC Implementation of the 2030 Agenda in Colombia. Lessons learned and challenges. https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/2017_07_14_Presentacion_HLPF_Side_Event.pdf



- Developing a long-term policy framework
- Working toward the participation of all stakeholders

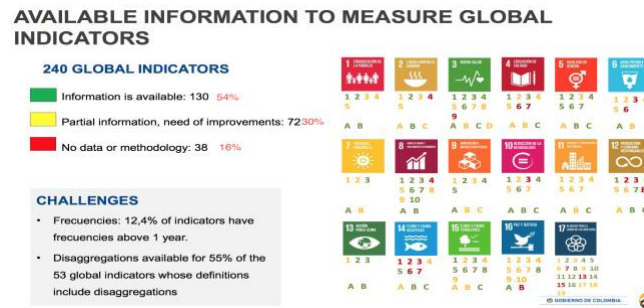


Figure 4: Number of targets and indicators currently being evaluated by Colombia’s government¹⁸

After months of planning and delivering, in March 2018 the National Government released the National Council of Economic and Social Policy (CONPES) guidelines to measure the progress of the country in relations to the most relevant indicators they identified for the national and regional Colombian context. The commission selected a total of 174 selected indicators, 158 have a goal at the national level (the remaining indicators do not have goals due to a lack of data) and 132 have disaggregated regional goals. Furthermore, the information is publicly available through the portal ods.gov.co, together with other SDG-related resources.

However, despite advancements, there is a sentiment that civil society is not as involved as much as they could be. Based on this, many organizations and local entities, such as Fundación Corona, have started developing their own bottom-up approaches. Additionally, independently from the national government, the cities of Medellín and Montería have also worked with the World Bank and UNDP to further strengthen their local development plans to fit the SDG framework.

Problem

Currently, the majority of local governments do not possess sufficient data to evaluate their current level of SDG localization and alignment with the national development agenda, nor their progress in subsequent years. In addition, the local governments do not have enough indicators in place to measure the 17 SDGs. Wealthier local governments are able to measure more indicators or have access to indicators from the private sectors that governments with fewer resources do not have. To add another layer of complexity, indicators need to be reliable, constant, and consistent. Currently, the private sector collects some indicators that align with particular SDGs; however, the lack of consistency in collecting the data across cities in Colombia makes long-term and sustainable monitoring and evaluation unreliable.

A second challenge local governments face is there is not enough buy-in from political leaders to push for the SDGs, despite existing momentum and positive feeling towards the preceding

¹⁸ DNP (2017). Colombia Voluntary National Review The SDGs: A Tool for Peacebuilding. (https://colaboracion.dnp.gov.co/CDT/Sinergia/Documentos/NVR_20072016.pdf)



Millennium Development Goals. Significant interest in the SDGs has not yet percolated to the citizen level, and they are therefore not demanding alignment with the SDGs from local politicians. In addition to inadequate and insufficient data, not all local governments are meaningfully incorporating the SDGs into their four-year development plans. Local governments with more resources have more capacity to incorporate the SDGs; however, the way they set the goals is not consistent across the different municipalities, with some goals much more challenging to achieve than others. In addition, the disparity in the goal setting and data collection does not allow for a fair comparison across local governments in terms of progress and SDG achievement.

A third challenge Colombia faces is that there is currently no single legitimate institution capable of compiling and organizing the data coming from all local governments, let alone setting ambitious goals, monitoring and evaluating regularly, and conducting research and development. Implementing an SDG framework can help local governments follow up on their SDG localization and implementation efforts past each mayor's four-year development plan. So far there has been an attempt by the central government to establish national and regional goals, but many times these goals are too ambitious and do not consider local municipalities' more limited capacity.

Finally, while there is a general acceptance of the SDGs from the private and public sectors and civil society, there is no platform to catalyze the synergies amongst the three categories of stakeholders. These three stakeholder groups are eager to contribute to the SDGs, but there is a need for a platform that can tell them where they can join efforts to strive toward common goals.

These challenges highlight an overarching problem for Colombia: a lack of a uniform SDG framework across cities that 1) defines a set of prioritized indicators, 2) compiles reliable data consistently, 3) can be used by all local governments, and 4) has defined goals for classified groups of cities to motivate cities to progress toward the 2030 Agenda.



Solution

To address these challenges, the team worked to develop an SDG tool that can be adapted by each local government in CVCN cities across Colombia. The framework for the tool is outlined in Figure 5. The tool is divided in two sections: section A, a questionnaire about cities' progress in localizing the SDGs, and section B, a tool to measure cities' progress in achieving the SDGs and to compare progress across cities.

The proposed solution was conceived under the notion that if Colombia has a centralized information platform run by a legitimate institution that is able to set standardized indicators, compile reliable data, set ambitious goals for cities grouped by level of development, and engage civil society and the public and private sectors in the efforts, Colombian cities will be better positioned to successfully localize and align development plans with the SDGs and the 2030 Agenda.

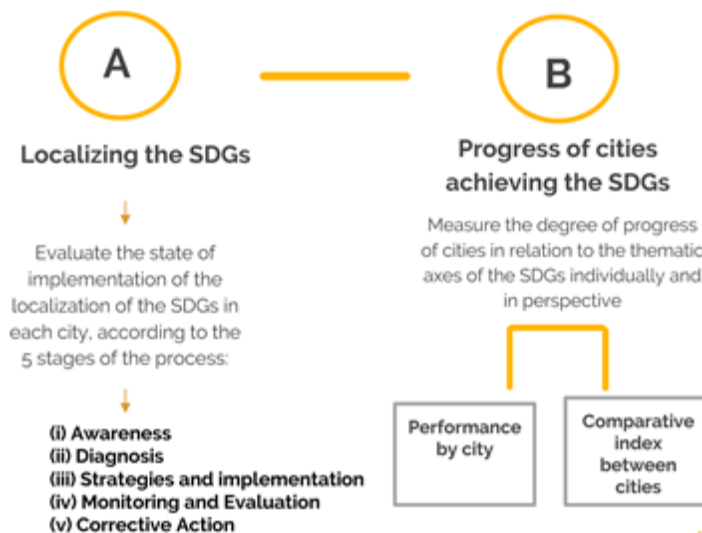


Figure 5: SDG tool framework

Section A: Localizing the SDGs

Section A aims to evaluate the state of localization of the SDGs in each city. To assess the localization component, the team developed a questionnaire, which is a hybrid between the Roadmap for Localizing the SDGs developed by the Global Task Force and UCLG's "SDGs in the municipal map" framework and incorporates feedback from stakeholder engagement. The questionnaire identifies five stages for localizing the SDGs:

1. Awareness: How much does the local government raise awareness of the SDGs among the local population?
2. Diagnosis: Does the local government use the SDG framework to assess the city's development status?
3. Strategies and Implementation: Does the local government consider the SDGs in its strategies and have enough resources to implement the SDGs?
4. Monitoring and Evaluation: Does the local government have enough resources to monitor and evaluate the city's SDG performance?



5. Corrective Action: Are there feedback mechanisms in place to make changes and continually revise SDG implementation strategies?

Section B: City Progress

Section B aims to measure the progress of cities in implementing the SDGs, both by city and across cities in a comparative index. To accomplish this, the team followed three phases of work:

1. City Grouping: The first task was to group the cities into five classifications according to their level of development. The purpose of this was to generate relatively homogenous groups that are more easily comparable and set goals that are fair and appropriate for the varying levels of development across cities.
2. Indicators and Data Source: The second task was to develop an indicator framework to measure the SDGs. To do this the team conducted a benchmark analysis of the tools used to measure the SDGs around the world and the indicators being measured in Colombia. After cross-referencing the different frameworks of indicators, the team identified 89 indicators overall that should be used in Colombia to measure the SDGs. The indicators were divided in two categories: existing and aspirational. The first category contains 59 prioritized indicators. With these 59 indicators, the team will initiate the project by the second semester of 2018 using existing reliable data currently collected to establish an updated baseline and set goals for each city. For the second category, the team expects to increase the number of indicators by 30, including indicators for which data is not currently collected but should be. These new 30 indicators are directed at the SDGs 11, 12, 13, 14, 15 and 17. The idea behind the aspirational indicators is that even though Colombia currently does not have adequate data to measure them by city, the data for the new indicators can be collected in the next four years. The national, regional and local governments can actually work toward to developing the data and the capacity to measure those indicators in the future.
3. City Index: The third task was to develop a city index to allow comparison across groupings of cities in regard to their level of development and progress in implementing the SDGs at the local level.

For the tool to be functional and sustainable, it must be managed by a legitimate local institution that has a strong relationship with the CVCN cities, has the resources and capacity to input data on a regular basis, and can maintain updated and reliable information.

Process

The efforts of Fundación Corona and SIPA have been focused on the localization of the SDGs at the city level across six cities in Colombia, including Bogotá, Cali, Cartagena, Manizales, Medellín, and Quibdó to work toward the solution outlined above. This project gathers information from 19 chapters of CVCN (35 of the largest municipalities) and over 20 million people, which is 41% of the population. By engaging with various stakeholders across the public and private sectors



and civil society, efforts have aimed to include diverse perspectives in the development of actionable tools and encourage citizen participation as a way to push for local governments to pursue SDG localization more actively.

The project consisted of four key phases: 1) Benchmark analysis; 2) First draft of actionable tool; 3) Stakeholder engagement; and 4) Tool refinement.

- *Benchmark analysis.* A benchmark analysis was developed to compile global best practices and concrete instruments that have been used by subnational actors to generate and use reliable SDG-related local data. A variety of cases from the reports of leading organizations on local development were evaluated, as well as individual cases of governments at all levels, looking at examples of activities aligned or implemented in the context of the 2030 Agenda and the SDGs. The benchmark report highlighted five key areas: 1) the general process that local and regional governments should follow in order to successfully implement the 2030 Agenda; 2) a summary of principal actors and organizations working on SDG local indicators; 3) examples of specific tools and platforms that have been developed to manage, present, and compare local SDG data; 4) an overview of best practices that have been developed at the national, regional, and local level in relation to SDG localization; and 5) a list of additional resources related to general sustainability metrics. Key takeaways included the need for continuous monitoring and evaluation, institutional legitimacy, and the national capacity to evaluate cities; the need for standardized, constant, and updated data; the need for a commitment and political participation from civil society; and the opportunity for a digital platform to compile information to make data transparent and easily accessible to diverse stakeholders.

In order to construct the benchmark analysis, the SIPA team conducted a three-phase analysis. First, they defined “SDG localization,” the process and frameworks guiding successful localization; and which conditions must be met in order to be successful. In the second phase, they concentrated on monitoring and evaluating the SDGs at the local level with the objective of identifying which organizations were working on this topic, plus which indicators are being used on a global level. Finally, in the third phase, the team looked at specific examples of SDG localization and the tools that have been developed for this purpose.

Based on the benchmark analysis, SDG localization primarily referred to a concept developed by the Global Task Force of Local and Regional Governments and the United Cities and Local Governments (UCLG) organizations. This was further validated by SDSN, which defined localization as the process of implementing the SDGs at the local level. For this, it is necessary to look at four key stages: (1) raising awareness; (2) diagnosing the territory’s current SDG implementation context and its ability to collect data; (3) developing strategies and plans for SDG implementation; and (4) establishing a monitoring and evaluation system.



Based on these findings, the SIPA team conducted further research on the fourth stage of monitoring and evaluation to identify organizations that had established global frameworks to measure the SDGs at the local level and that could be easily replicated. The team looked at the work of the World Council of City Data (WCCD) ISO 37120, SDSN “Cities SDG Index,” the Urban City Lab SDG Dashboard, and the SPI-SDG classification, all of which have developed a list of potential indicators that can be measured by cities across the globe.

Finally, having a comprehensive theoretical understanding of global SDG localization efforts, the team explored relevant examples of public and private organizations and networks that have carried out evaluations at the national level. Through this exercise, the team learned that it was important to not only look at general examples of SDG implementation but also to look at cases where a specific tool had been developed. The main examples consulted were the Brazilian Mandala, the Swiss Cercle Indicateurs, the Mexican SDG information system, and the Hawaiian “Aloha Challenge Dashboard.” Other significant findings involved the importance of including a city classification system, of civil society engagement, and of moving from monitoring and evaluation to action.

- *First draft of tool.* Next, based on the findings of the benchmark analysis, an offline tool was developed in Excel to compile and analyze baseline data provided by Fundación Corona. Two needs were identified to be met by the tool: 1) the ability to evaluate the state of SDG implementation in each city, based on level of awareness raising, diagnosis, strategies and implementation, monitoring and evaluation, and actions taken; and 2) the ability to measure through defined goals and indicators the degree of cities’ progress in achieving the SDGs, and to measure this progress by city and across cities. To develop the tool, the SIPA team compiled lists of indicators used by SDSN, Urban Institute, World Council on City Data, and United Cities and Local Governments, and crossed this list with Fundación Corona’s baseline data. Indicators were prioritized based on relevance to the SDGs, relevance for Colombian cities, and availability of data. This list was sent to Fundación Corona for validation, and the indicators were used to create the first draft of the tool.
- *Stakeholder engagement.* The primary objective of the tool is to be usable by municipal government actors to ensure local appropriation of the tool and consistent and long-term monitoring and evaluation of development progress. Key partners and stakeholders were identified, and in March 2018 the team conducted 17 interviews and 10 workshops with members from the public and private sectors across the six covered cities. This was done to better understand the needs of the potential users of the tool, gather feedback on the first draft of the tool, and map potential partners for implementation of the SDG localization project. Main topics of focus during these interviews and workshops included indicators, goals, visualization, city classification, and localization. Through this effort, the tool was able to be validated and garnered positive feedback from public and private sector stakeholders. The team received valuable feedback and input to incorporate into the revision of the tool to make it more accessible, visually representative, and relevant



for users. Across cities, key findings included the overall interest of the municipalities in working toward the localization of the SDGs; a strong dependence on the national government for data and goal setting; and the desire to have information systems that enable measuring and comparing progress.

In addition to testing and validating the tool, through the interviews it became clear that Fundación Corona is in a unique position to become the hub for SDG localization in Colombia, as no other actors are currently working on a similar project. Rather, other stakeholders can meaningfully contribute toward strengthening this project—including CEPEI and its Data Republic Initiative (which provides information on new alternative indicators). Stakeholders can also promote its replicability and scalability in other countries in Latin America, for example through the SDSN Regional Lab in Universidad de Los Andes. Furthermore, stakeholder engagement helped gain broader support from the government at its highest levels for the project as a tool that can help carry out public efforts.

- *Tool refinement.* After the first set of indicators were sent for validation to Fundación Corona, indicators from the national guideline for SDG implementation (CONPES) were sent to the CVCN across Colombia for their prioritization, as well as to consult with experts from the national government and civil society. They voted on indicators identified as most important and relevant for them. However, for many of the indicators there is no data available to track them at the city level. Based on feedback received during the stakeholder engagement and recognizing the importance of civil society engagement in the process, the SIPA team developed a revised list of 86 prioritized indicators comprised of 1) indicators that the CVCN prioritized (regardless of data availability); 2) indicators prioritized based on the original benchmark analysis; 3) indicators with data available from Fundación Corona’s baseline; and 4) a second review of the CONPES document, as well as additional indicator databases identified during the stakeholder engagement phase—primarily TerriData indicators developed by the National Planning Department—in order to incorporate the ones that were relevant and filled an information gap. This refined tool will ultimately be scaled up to a digital platform accessible by the public and private sectors and civil society to encourage action toward localizing and aligning with the SDGs.

In the following sections, the report will focus on expanding upon each of the aforementioned phases in order to provide background and necessary details for understanding the conclusions of this project.



I. Benchmark Analysis

The present benchmark exercise seeks to provide a thorough analysis of the various practices and concrete instruments that have been used by subnational actors to generate and use reliable SDG-related local data. The final objective is to create a baseline that will help to develop similar efforts in the future. In order to achieve this goal, a variety of cases from the reports of the leading organizations on local development were evaluated, as well as individual cases of governments at all levels. The research was not limited to top-down approaches, but also examined bottom-up approaches. It is important to note that while local data management is a priority for most public institutions, the present report only looked at examples of activities that were aligned or implemented in the context of the 2030 Agenda and the SDGs.

In order to deliver its objective, the authors of this report analyzed numerous initiatives related to urban local sustainability efforts. From this, they selected the most relevant cases that involved the incorporation of the SDG framework. The benchmark analysis report is divided into five sections. The first section explains the general process that local and regional governments are recommended to follow in order to successfully implement the 2030 Agenda, as well as the caveats that they must consider in order to avoid major obstacles. The second and third sections provide a review of the main organizations working on local SDG indicators, followed by specific tools and platforms that have been developed to manage, present, and compare local SDG data. In the fourth section, there is an overview of best practices that have been developed at the national, regional, and local levels in relation to SDG localization without necessarily developing a measurement tool. Finally, the fifth section provides a list of additional resources related to sustainability metrics, but that are not aligned to the SDGs.

Localizing the SDGs: From Theory to Practice

Since the negotiations to determine what the post-2015 agenda would look like back in 2012, stakeholders have continuously worked on creating consensus on many of the additional aspects of the sustainable development political framework--for example, agreeing how the SDGs will be achieved at the local level. For this matter, in 2013 the United Nations set up the Global Task Force of Local and Regional Governments (GTF-LRG), a coalition of subnational government's networks lead by UN Habitat, UNDP, and UCLG, which has become one of the most important references worldwide on local development. Furthermore, since 2015, one of the main objectives of this coalition has been to increase awareness of the importance of subnational governments in the accomplishment of the 2030 Agenda, as well as to identify ways in which local actors can engage in sustainable development.

One of the most important outcomes for the GTF-LRG has been the recognition of a framework that facilitates the localization of the SDGs. As shown in Image 1, this framework consists of three major parts:

1. Initializing the SDG process
2. Enabling institutional arrangements for SDG implementation



3. Capacity strengthening

Parts 1 and 2 contain a set of subparts to guide their respective implementation. Part 3 is a transversal section that should be considered at every phase of the localization process. Each subpart is supported with specific templates, examples, and methodologies that can guide their implementation efforts. This framework can be further consulted in: www.localizingthesdgs.org/discover-tools.



Figure 6¹⁹

Within the proposed framework, UCLG has identified four crucial steps that cities interested in implementing the SDGs can follow. These guidelines have also been adopted by the SDSN and remains the only universal guide on the subject today. The four proposed stages of SDG implementation are:

1.1 Raising Awareness: Advocacy is the first step. Communicating the importance and lobbying for the adoption of SDGs to local stakeholders is essential at this phase.

1.2 Diagnostics: This phase will enable the development of the qualitative and quantitative baseline of the information required in a particular territory, and the identification of existing gaps, assets, and stakeholders.

1.3 Strategies and Plans: Strategies and plans can assure the integration of the SDGs within the subnational development plans. The SDGs will provide an overall framework for development.

¹⁹ Screenshot taken from the Localizing the SDG initiative website on February 15, 2018 (<http://localizingthesdgs.org/discover-tools>)



1.4 Monitor and Evaluation: The objective is to promote local and regional participation by encouraging the subnational governments to adapt the national indicators in local contexts and become an agent of monitoring and evaluating their progress.

Beyond the four steps, the GTF-LRG has also identified four enabling conditions that need to be developed by the involved stakeholders in order to guarantee the successful implementation of the SDGs at the local level:

2.1 Multilevel Governance: This condition takes into account the vertical policy coherence among the international, national, regional and municipal governments, in addition to the established mechanism of collaboration among them. As a consequence of this integration, policy design, planning, implementation, and monitoring are strengthened.

2.2 Territorial/Multi-Stakeholder Approach: For this condition, the alliance highlights the importance of articulating the efforts of government, civil society and the private sector.

2.3 Accountability: Managing and monitoring specific data locally will increase awareness and ownership of the 2030 Agenda. This will bring accountability closer to the people.

2.4 Development Cooperation Effectiveness: This condition will develop strong frameworks that will stop the proliferation of independent development initiatives by different stakeholders.

In addition to the aforementioned conditions, the SDSN suggests the following elements required to enable and manage a proper localization of SDGs. In contrast to the steps mentioned above, implementation of these conditions needs to be championed by the local governments.

3.1 Decentralized Government: This condition refers to the level of decentralization of a country in reference to the national government and its local and regional governments. In other words, this is the way in which decision-making process/topics, policy management, and resource allocation happen, as well as the level of autonomy LRG have in relation to the national government.

3.2 Integrated Municipal Government: This is related to the level of cohesion that exists within a government, particularly, inter-ministerial work, as well as with outside partners.

3.3 Municipal Finance: Besides internal and technical capacity, local governments need strong financial capacity in order to implement impactful development projects. Sustainable development projects usually require large investments in the short term due to technology adoption, and major changes in operating systems. Based on this, it is crucial that city governments have access to financial mechanism that help them alleviate their expenses, as well as the enabling elements that are required for this mechanisms to function.



3.4 Government capacity development for the SDGs: Similar to the previous condition, this refers to the actual capacity of the government to actually implement projects from a technical perspective, or alternatively partner with someone to carry out the project.

3.5 Policy Framework: This last condition refers to the to the in-place legislation and regulations framed in a policy framework that provide direction to long-term commitments and actions.

Finally, both the GTF-LRG and UCLG recognize the importance of capacity strengthening as a transversal phase that should be applied to each stage and condition. Capacity strengthening will foster the development of individual, organizational and societal capabilities and capacities to achieve their objectives in coherence with the SDGs. This is not limited to governments but includes all the various stakeholders.

For additional resources on the subject of the 2030 Agenda at the local level, please consult the following resources:

- Global Task Force of Local and Regional Governments (2016). Roadmap for localizing the SDGs: Implementation and monitoring at subnational level. <https://unhabitat.org/roadmap-for-localizing-the-sdgs-implementation-and-monitoring-at-subnational-level/>
- United City and Local Governments (2017). Learning Module 1: Localizing the SDGs/ Introduction. https://issuu.com/uclgcglu/docs/learning_module1_localizing_the_sdg
- Sustainable Development Solutions Network (2016). Getting Started with the SDGs in Cities: A Guide for Stakeholders. <http://unsdsn.org/wp-content/uploads/2016/07/9.1.8.-Cities-SDG-Guide.pdf>

SDG Localization Challenges

While the implementation of the 2030 Agenda is generally conceived of as a national issue, the reality is that achieving the 2030 Agenda requires the participation of all levels of government, especially the at local level. As implied through one of the key principles of the Sustainable Development Goals, “leave no one behind,” one of the key assets of this agenda is that it seeks to improve the living conditions of every person, not only the majority. One of the biggest critiques of previous development efforts, including the Millennium Development Goals (MDGs), was the focus on achieving wellbeing for the majority of the people, which consequently led to the concentration of efforts toward high impact projects, ultimately expanding the gap between poverty and extreme poverty.

In order to address this situation, most, if not all, of the stakeholders involved in the implementation of the 2030 Agenda agree on the importance of having disaggregated and



localized data that allows development practitioners to identify where the deepest gaps are. As a result, the benefits of sustainable development can reach the denominated bottom billion, instead of ending in superficial efforts that only alleviate the topmost levels of poverty. Despite having identified one of the key solutions, neither the United Nations nor its member states have been able to fully address the local data challenge due to the many complexities that it represents.

Regarding the main challenges in localizing data efforts in the context of the SDGs, related literature points-out three general problems: 1) a mismatch between SDG indicators and available local data; 2) a lack of unified local data sources; and 3) different levels of analysis that national data provide compared with local data.

1. *Data challenges.* The Urban Institute report on how to localize SDG indicators for US cities shares the findings after building the SDG Data Inventory for US Cities. The report highlights the importance of identifying and using local data sources to complement the available national data sources and measure the progress on goals in a more comprehensive way²⁰.
2. *Relevant indicators.* According to the Urban Institute analysis, only 19% of the SDG indicators relevant for US cities were actually measurable across the 100 largest cities and metropolitan statistical areas (MSA). Thus, the report suggests working on viable adaptations to be able to measure SDGs properly in cities.²¹
3. *Local vs. national indicators.* It is important to recognize and mediate the tension between designing indicators that are “useful at the practical level of city politics and administration” and those that are “useful for the scientific goal of better characterization and understanding of the complexity of cities.”²² This tension can be solved by combining data generated locally with national available data, and by designing a tool that is flexible and targeted to the local decision makers, to give them flexibility to customize it to local needs.

Global Efforts to Localize SDG Indicators

As mentioned in the introduction, one of the largest challenges for SDG localization is the mismatch between the approved indicators for the 2030 Agenda, and the data that is collected

²⁰ Greene S, Meixell B. (2017). Hacking the Sustainable Development Goals. Can US Cities Measure Up? Urban Institute. https://www.urban.org/research/publication/hacking-sustainable-development-goals/view/full_report

²¹ Greene S, Meixell B. (2017). Hacking the Sustainable Development Goals. Can US Cities Measure Up? Urban Institute. https://www.urban.org/research/publication/hacking-sustainable-development-goals/view/full_report

²² Klopp JM, Petretta D. (2017). The urban sustainable development goal: Indicators, complexity and the politics of measuring cities. *Cities* 63, p. 92–97. <https://www.sciencedirect.com/science/article/pii/S0264275116303122>



by LRG. In other words, while indicators were designed to fit national statistics, not all can be adapted to the local context. As a result, local governments and partners have to find ways to better adapt the indicators to their level of operation.

The purpose of this section is to present the most relevant examples of how organizations are measuring the SDGs in a way that all local governments can use, regardless of their location. For example, when measuring greenhouse gas (GHG) emissions, ICLEI identified that every city has data on: use of electricity by the community, use of fuel in residential and commercial stationary combustion equipment, on-road passenger and freight motor vehicle travel, use of energy in potable water and wastewater treatment and distribution, and generation of solid waste by the community; hence, it is possible to create a universal GHG protocol for cities. In this context, the following tools have taken a similar approach but for the other development challenges included in the 2030 Agenda.

It is important to mention that while there are multiple examples of LRG that have successfully aligned their development plans with the SDGs, the present section will only include examples of collective efforts. In this sense, the methodologies included seek to be implemented in multiple cities, while the individual cases can only be replicated in cities with similar characteristics. Nonetheless, the value of individual cases is undeniable, and will be included in further sections.

World Council on City Data (WCCD)

The World Council on City Data (WCCD) is an international organization composed mainly by city governments with a secretariat based in Toronto, Canada, that is most famous for having developed in 2014 the ISO 37120: Sustainable development of communities -- Indicators for city services and quality of life. This was the first international standard on city data framework of developing the Global City Indicators Facility that has been extensively tested by more than 250 cities worldwide. It includes 100 indicators distributed across 17 themes. Furthermore, the registry needs to be updated yearly, and the information is verified by a third-independent party. The success of the model has led to the development of ISO 37122 (Indicators for Smart Cities) and ISO 37123 (Indicators for Resilient Cities). The most important aspect of the ISO is that it not only provides cities with indicators, but also gives them the technical knowledge on how to obtain the data.

Regarding the origins of the selected 100 key performance indicators (KPIs), it was the result of a five-year project in which 80 cities worldwide tested during this time their capacity to collect yearly the data related to the selected indicators. Afterwards, the ISO was crafted and tested in 25 cities for two years (2012-2014), and finally launched the ISO in 2014. Once operating, although all cities with the ISO certification undergo yearly evaluation, some have chosen to make their data available through an open-data platform managed by WCCD (<http://open.dataforcities.org/>).

Finally, regarding their work with the SDGs, in June 2017, WCCD released a report on the alignment of the 2030 Agenda indicators with the indicators of the ISO 37120. The report was



presented in the High Level Political Forum Local2030 special side event.²³ The main value of this report is that it shows how the data cities are already collecting and have proven to have the capacity to continue doing it, aligned with the SDGs, despite not belonging to the same country.

For more information on this particular initiative please consult: World Council and City Data (2017). WCCD City Data for the United Nations Sustainable Development Goals. <http://www.dataforcities.org/publications/>

United Cities and Local Governments (UCLG)

As the largest local government association, it was natural for them to develop a matrix where they recommend what are the indicators local government should focus in order to measure the SDGs. Based on the report “The Sustainable Development Goals: What Local Governments Need to Know,” UCLG (2016) identified what indicators match with city data. Unlike other measuring methods in the present list, this matrix only uses current SDG indicators, and does not look for proxies. Interestingly, the matrix was digitized in an app (<https://www.sdgs.uclg.org/>).

For more information on this particular initiative please consult: United City and Local Governments. (2016). The Sustainable Development Goals: What Local Governments Need to Know. <https://www.uclg.org/en/media/news/new-app-has-been-released-what-local-governments-need-know-about-sdgs>

²³ Local2030 is the initiative of the UN Secretary General to accelerate the implementation of the SDG. It serves as the umbrella organization to foster all localization efforts of the 2030 Agenda (www.local2030.org).



Sustainable Development Solutions Network (SDSN)

Created in 2012, the Sustainable Development Solutions Network has the mandate of the UN-Secretary General to mobilize global scientific and technological expertise to promote practical solutions for sustainable development. The SDSN is responsible for the implementation of the Sustainable Development Goals 2030 Agenda and the Paris Climate Agreement.²⁴ As part of this mandate the SDSN supports countries in the process of applying the SDGs to their local needs and providing resources that outline ideas and suggestions for the implementation of the Agenda 2030 at the national level. Related to localizing the SDGs and working on the implementation at the local level, SDSN has ongoing projects that will be described below: (1) US Cities Sustainable Development Goals Index 2017, (2) USA Sustainable Cities Initiative (USA-SCI), (3) SDG Local Data Action Solutions Initiative (LDA-SI).

A key objective of the Solutions Initiative (SI) is to indicate how to begin local SDG monitoring, how data can support policy decisions, and how it can foster city cooperation in sustainable development. The SI considers the lack of resources and capacities but aims to:

1. Support the prioritization and selection of a compact set of SDG indicators for local monitoring,
2. Support the institutionalization of SDG indicators at the local and regional level,
3. Identify alternate sources and methods of local data and data collection, and
4. Mobilize existing resources in statistical monitoring without overburdening local governments.²⁵

US Cities Sustainable Development Goals Index 2017

The SDG US Cities Index considers the 17 SDGs as a way to examine progress toward sustainable development in the 100 most populous cities of the United States. It includes 49 indicators and covers 16 SDGs (SDG 14, “Conserve and sustainably use the oceans, seas and marine resources for sustainable development,” is the only SDG not covered).

The main challenges revealed by the index construction are associated with the variations in data used to monitor sustainable development in the United States. Few of the development indicators are collected in a consistent manner across all cities, and some basic, crucial indicators are not monitored at all at the local level. The report mentions as an example that gender-related data is particularly deficient, measured only on a case-by-case basis, and is not consistent across municipalities.

²⁴ Sustainable Development Solutions Network (2016). Getting Started with the SDGs in Cities: A Guide for Stakeholders. <http://unsdsn.org/wp-content/uploads/2016/07/9.1.8.-Cities-SDG-Guide.pdf>

²⁵ Sustainable Development Solutions Network (2016). Getting Started With the SDGs in Cities A Guide for Stakeholders. <http://unsdsn.org/wp-content/uploads/2016/07/9.1.8.-Cities-SDG-Guide.pdf> p.57.



One important point to note is that the index compares the SDG progress among cities, but it is not a local-level monitoring tool. Thus it is related to, but not necessarily adaptable for, this particular project. Similarly, a criticism of the index is that it considers measuring at the goal level, thus it is more useful to compare among cities, but is not necessarily a guide to action. A better approach would be to measure at the target level (within each SDG) since different targets within the SDGs refer to different concepts. The Urban Institute suggests providing unindexed values of the individual target indicators per each city.

For more information on this particular initiative please consult: Sustainable Development Solutions Network. (2017). The U.S. Cities Sustainable Development Goals Index 2017: Achieving a Sustainable Urban America.

<http://unsdsn.org/wp-content/uploads/2017/08/US-Cities-SDG-Index-2017.pdf>

USA Sustainable Cities Initiative (USA-SCI)

The USA Sustainable Cities Initiative (USA-SCI) is an effort of the UN Sustainable Development Solutions Network (SDSN) to work with American cities to develop SDG achievement strategies. Three cities were selected to pilot this initiative: New York, Baltimore, and San Jose. In the next sections will follow descriptions of each of these pilots.

For more information on this particular initiative please consult: Sustainable Development Solutions Network website. USA Sustainable Cities Initiative (USA-SCI) - What we do.

<http://unsdsn.org/what-we-do/solution-initiatives/usa-sustainable-cities-initiative-usa-sci/>



SDG Local Data Action Solutions Initiative (LDA-SI)

This is a project in collaboration between the USA Sustainable Cities Initiative (USA-SCI) and the Thematic Research Network on Data and Statistics (TReNDS).²⁶ The LDA-SI seeks to promote sound, replicable, technical methods for sub-national SDG monitoring that support local action in the SDGs. The initiative harnesses knowledge from local experiences, generates technical guidance and promotes a learning exchange.

For more information on this particular initiative please consult: Sustainable Development Solutions Network website. SDG Local Data Action.

<http://unsdsn.org/what-we-do/solution-initiatives/sdg-local-data-action/>

Urban Institute

The Urban Institute created an SDG Data Inventory for US Cities, which includes 103 SDG targets relevant to US cities, and the data sources available to measure the targets at the city and metropolitan statistical area levels. The method used to identify and categorize data sources includes three steps:

Step 1: Relevancy Analysis. The Urban Institute evaluated which targets under each goal local leaders in urban areas can directly influence.

Step 2: Measurability Analysis. According to the Urban Institute there are two categories of data: 1. Data are measurable if they are uniformly available for the cities or metropolitan statistical areas directly or for smaller geographies that can be added up to fit city or metropolitan statistical area boundaries. 2. Local data that are often available at the local level but not uniformly collected and published across cities is used to discuss how local leaders could go beyond national data sources to fill gaps in data and track progress SDG within their own communities. The Urban Institute coded a target as “measurable” if it included at least one national data source. This demonstrates the trade-offs in choosing the geographic scale for tracking SDGs in urban areas in the US, including that city-level data may be more useful for local decision-makers but will limit the number of targets that can be measured across places.

Step 3: Indicators Analysis. The Urban Institute evaluated which UN indicators are measurable by cities. In the cases where the UN indicators were not measurable, they defined the best indicators that could be measured.

For more information on this particular initiative please consult: Greene S, Meixell B. (2017). Hacking the Sustainable Development Goals. Can US Cities Measure Up? Urban Institute.

²⁶ Sustainable Development Solutions Network website. TReNDS: Data and Statistics for Sustainable Development. <http://unsdsn.org/what-we-do/thematic-networks/trends/>. Accessed February 15, 2018.



<https://www.urban.org/research/publication/hacking-sustainable-development-goals/view/full-report>.

Social Progress Index (SPI)

The SPI is a social and environmental metrics framework that seeks to complement the economic development indicators with the objective of measuring the results of the policies implemented and improving people’s quality of life. This tool does not include the country’s GDP or other economic variables, but rather only considers social and environmental indicators. The index includes three main dimensions: (1) Basic human needs, (2) Foundations of wellbeing, (3) Opportunity.²⁷ In this way, the index becomes a holistic model of measurement that can be utilized by leaders in government, business, and civil society to accelerate the progress toward improved quality of life. Moreover, while most of the data points are measured using international statistics, complemented with nationally produced information, there have been multiple efforts to localize the SPI at the city level.

Since the release of the 2030 Agenda, the SPI has worked toward aligning its 50 indicators with the SDGs. In this context, it recently made public a short report on how the SDGs aligned to the three thematic areas of their index (Figure 7). Unfortunately, unlike the other organization listed, the matrix that compares SDG and SPI indicators is not publicly available. As a result, it is not possible to identify how each of the SPI indicators matches each SDG individually.



Figure 7²⁸

²⁷ Social Progress Index website. Methodology. <https://www.socialprogressindex.com/methodology>. Accessed February 15, 2018.

²⁸ Infographic subtracted from Social Prosperity Index (N.D.) The Global Agenda Requires Rigorous Measurement: The Contribution of the Social Progress Index to the 2030 Agenda. p. 2.



Local SDG Implementation Digital Tools

As discussed in the previous section, there are multiple organizations that are working on the development of mechanisms that allow LRG to align local indicators with the SDGs. However, while in all cases data was collected in order to assess the progress of each city, the information is made public in every case. Based on this, the following section will focus on the digital platforms and tools that organizations and LRG are using in order to share progress being made towards the SDGs.

It is important to clarify that, although many LRG are measuring and reporting their SDG progress, most of this reporting has been done through paper reports. While this has become the standard means of reporting, a handful of local actors have gone one step beyond and set up digital platforms dedicated to sharing and comparing the collected information. The present section will focus on the latter, leaving the other examples for the following section.

North America

Aloha Challenge Dashboard (Hawaii, United States)

The Aloha Challenge Dashboard is a “local sustainability framework that aims to improve the quality of life for future generations.”²⁹ The dashboard tracks Hawaii’s progress on achieving sustainability goals in the six following areas: (1) clean energy, (2) local food production, (3) natural resource management, (4) solid waste reduction, (5) smart sustainable communities, and (6) green workforce and education. It includes an average of six sub-topics under each focus area, and one specific indicator to measure each of the sub-topics. The dashboard also provides relevant information for users (governments and citizens) to learn more about the issue and contribute to achieving the SDGs. The Aloha Challenge Dashboard is part of a bigger initiative of the Hawaiian government to be open and share public information to facilitate transparency and knowledge.³⁰

For more information on this tool, please consult: <https://dashboard.hawaii.gov/aloha-challenge>.

Latin America

Municipal Performance Mandala (Brazil)

The National Confederation of Municipalities of Brazil (CNM) developed together the tool “Municipal Performance Mandala” to follow-up the results related to the established targets. Through Mandala, leaders reflect on the meaning of the sustainable development goals concepts

²⁹ SDG Knowledge Hub. (2018). Hawaii’s Plans State-level SDG Implementation. <http://sdg.iisd.org/news/hawaii-plans-state-level-sdg-implementation/>

³⁰ On the technical side, the site was built using Socrata Open Data API (<https://dev.socrata.com/>)



and measures to influence their decision-making. Mandala includes 28 indicators divided in four categories (institutional, social, environmental, and economic). The process of publishing the indicators in the ODS Mandala follows 6 main steps: (1) Municipalities' grouping, (2) Establishment of indicators and criteria, (3) Data collection, (4) Data processing, (5) Systematization of data, and (6) Results validation. To learn more details about each step, please refer to Annex 1.

An important feature to point out, is that during the first step of grouping municipalities, the tool considers each municipality population mean, net current revenue (RCL) per capita, the population in extreme poverty, and the municipal Human Development Index (HDI) to assess in which category each municipality should be. Based on this assessment, the National Confederation of Municipalities creates 6 clusters and a cluster for city capitals.

The main Strengths of the Mandala tool relay on the organization of the National Confederation of Municipalities of Brazil (CNM) and its institutional capacity. Moreover, there are existing policies related to the SDGs and willingness of the civil society and cities to implement them. Mandala is a pioneer tool in Latin America and the world. The opportunities for the development and implementation of the tool include that it is backed by the United Nations Development Programme (UNDP) and the German Development Agency (GIZ). Also, 85% of the population in Brazil is urban, meaning they have easier access to data and information facilitating the usage of the tool. Finally, having a tool that can show the cities' progress and hold them accountable is an opportunity to share result with the world and seek external funding to achieve the 2030 Agenda. Mandala also has some Weaknesses that need to be addressed when considering the benchmark. There is limited budget and insufficient institutional infrastructure at the municipal level. On top of that, some municipalities have delays in the approval of relevant policies, and a lack of responsibility together with an improper implementation of the policies. Moreover, the data from the tool comes from the national level, which generates distrust from some sectors within the Brazilian society. Finally, the current tumultuous political and economic Brazilian context could jeopardize the political willingness of the project.

The complete results of the Mandala municipal performance can be consulted here: <http://www.ods.cnm.org.br/mandala-municipal>. For the detailed methodology for the Mandala, as well as examples of the tool's interface, please consult Annex 1.

Sistema de Información de los Objetivos de Desarrollo Sostenible - SIODS (Mexico)

In 2016, Mexico, as one of the earliest adopters of the SDGs, developed a digital platform with the support of UNDP that uses census data and makes available the progress Mexico has made on one of the indicators of the SDGs. Furthermore, for some of the indicators, there is disaggregated data by states. The platform provides access to the main data sources, as well as the metadata. The main platform can be accessed here: agenda2030.mx.



Currently the platform is a key component of the Mexican strategy to implement the 2030 Agenda. However, no subsequent action has been implemented since the coordinating institutions are still being developed. It is important to note that, while this is considered a transversal challenge within the Mexican government and outside partners--and therefore multiple ministries and organizations are involved--, the coordinating agency is the Office of President. This elevates the priority of the matter to the highest level.

Monitoreo de Indicadores del Desarrollo de Jalisco (Jalisco, Mexico)

Since the publication of the 2013-2033 state development plan, the State Government of Jalisco had originally aligned all its indicators to the Millennium Development Goals. However, with the approval of the SDGs in 2015, Jalisco further updated its development plan in order to align its indicators with the SDGs in 2016.

Based on this, the 349 indicators included in Jalisco’s development plan were matched with the corresponding SDG (figure 4). Nonetheless, this exercise remained at a superficial level, since it did not further matched with a target or indicator. Additionally, there was any subsequent action except for a study that further evaluated how the policies of the state of Jalisco, as well as the municipal and state’s regional plans.³¹

For more information on this initiative please consult:
<https://seplan.app.jalisco.gob.mx/mide/panelCiudadano/inicio>



Figure 8³²

³¹ State Government of Jalisco (2016). Estrategia de implementación de los objetivos de desarrollo sostenible para el estado de Jalisco y sus municipios.

³² Screenshot taken from the MIDE Jalisco website on February 15, 2018.
<https://seplan.app.jalisco.gob.mx/mide/panelCiudadano/inicio>



Europe

Cercle Indicateurs (Switzerland)

The Cercle Indicateurs are sustainable development indicators for counties and cities created in 2005 by the Swiss Federal Offices of Territorial Development (ARE), Statistics (OFS), and Environment (OFEV) to monitor and benchmark progress against other counties and cities. This framework uses an “outside-in” perspective to assess Switzerland’s contribution in addressing regional and city-level actions toward sustainable development.³³ The national government has committed to addressing three objectives: social solidarity, environmental responsibility, and economic efficiency. In 2017, 18 counties and 27 cities participated in measuring their progress toward sustainable development, but the framework intends for all cities and counties to be able to participate.

The Cercle Indicateurs also use an online interface that shows progress and comparisons of participating cities using a set of indicators (MONET indicator system³⁴) divided into 12 themes. The interface has both county and city representation with a “Strength-Weakness” profile for each.

(For the interface, see:

https://www.atlas.bfs.admin.ch/maps/indicators/indicator/indicatorIdOnly/2_fr.html).

³³ Muff K, Kapalka A, Dyllick T. (2017). The Gap Frame - Translating the SDGs into relevant national grand challenges for strategic business opportunities. *International Journal of Management Education* 15. <http://dx.doi.org/10.1016/j.ijme.2017.03.004>

³⁴ “In German MONET stands for Monitoring of Sustainable Development, a project which aims to use indicators to determine the sustainability of Switzerland’s development.” From UNECE: Glauser P. (2001). Working Paper - MONET Evaluates Sustainable Development in Switzerland. Swiss Federal Statistical Commission and Economic Commission for Europe. <https://www.unece.org/fileadmin/DAM/stats/documents/2001/10/env/wp.31.e.pdf>

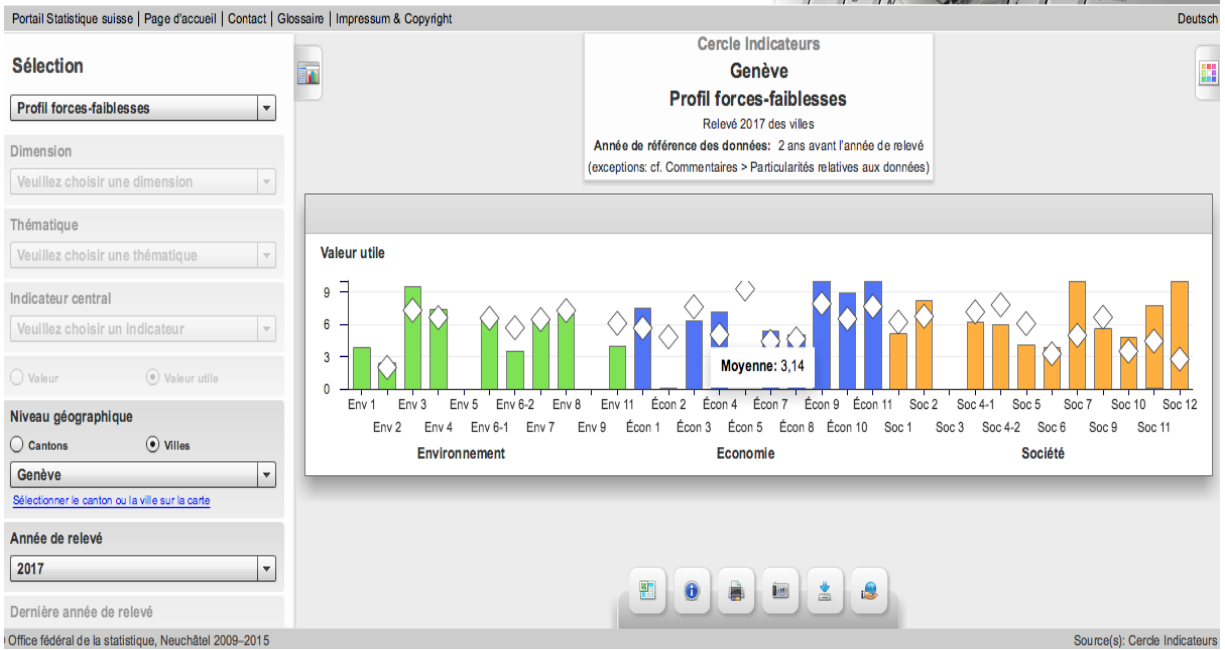


Figure 4³⁵

The results of the analysis enable help form decision makers' opinions and strategies, policies, and programs for development. As such, the indicators are also a tool for communication and increasing understanding of sustainable development.

This tool from Switzerland provides an interesting example of the types of indicators that can be used, but it is important to note that while this framework aligns with the 2030 Agenda and the SDGs, it was developed before the creation of the SDGs and does not correspond exactly with the targets and indicators of the SDG framework. While this represents a weakness of this particular tool, the level at which Switzerland was able to collect data (county and city level) and the commitment to localizing the sustainable development agenda from the national government is a strength of this tool and the reason for its inclusion in our analysis. For the detailed methodology of the Cercles Indicateurs, see Annex 2.

SDG Localization Examples

This last section of the report will focus in showcasing different examples of SDG implementation at the local level. However, different from section 3, these governments have not necessarily developed a measuring tool, but rather work under a SDG framework.

³⁵ Screenshot of Cercle Indicateurs, Profil forces-faiblesses (Strength-Weakness Profile), February 15, 2018 (https://www.atlas.bfs.admin.ch/maps/indicators/indicator/indicatorIdOnly/2_fr.html).



North America

New York City (United States)

New York City is part of the Sustainable Cities Initiative (USA). In April 2015, New York City Mayor Bill de Blasio launched the document “One New York: The Plan for a Just and Strong City” (OneNYC)³⁶, a plan for the City of New York that focuses on four interdependent visions: (1) growth, (2) equity, (3) sustainability and (4) resiliency. Goal 1 states that “NYC will have the space and assets to be a global economic leader and grow quality jobs across a diverse range of sectors.” Goal 2 states that “NYC will have a workforce equipped with the skills needed to participate in the 21st century economy.” Goal 3 states that “New Yorkers will have access to affordable, high-quality housing coupled with robust infrastructure and neighborhood services. By 2040, to accommodate a population of 9 million New Yorkers, the city will need at least 3.7 million housing units within the five boroughs.” Finally, Goal 4 states that “New York City’s neighborhoods will continue to thrive and be well-served.”³⁷ The goals of the OneNYC Plan were created in conjunction with local citizens (New Yorkers), civic and business leaders, elected officials, and city agencies to include the perspective of all the relevant actors.³⁸

The OneNYC Plan is the roadmap for current City initiatives and provides a vision of the objectives the City should achieve by 2040. Though it does not explicitly mention the SDGs, it is aligned to the overall objectives of the 2030 Agenda. In order to make this connection clearer, another report was created: “A City with Global Goals.” This report focuses on illustrating the links between the four visions (including goals and targets) of the OneNYC Plan, and the global SDGs. The report serves as a positive example for other cities of how to align their current city plans to fit into the SDG framework. Moreover, the City of New York created a website where they laid out the goals for each of the 4 visions, and the initiatives the city is implementing to overcome the challenges and achieve the goals.

For more information on the OneNYC report on the SDGs, please consult: New York City Mayor’s Office of International Affairs. A City with Global Goals
http://www1.nyc.gov/assets/international/downloads/pdf/ACityWithGlobalGoals_merged%20Part%20I%20and%20II_spreads.pdf

For more information on the OneNYC website, please consult: The City of New York. (2018). One New York: The Plan for a Strong and Just City website. <https://onenyc.cityofnewyork.us/>

³⁶ The City of New York (2015). One New York: The Plan for a Strong and Just City.
<http://www.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC.pdf>

³⁷ NYC Mayor’s Office of International Affairs (N.D.). A City with Global Goals.
http://www1.nyc.gov/assets/international/downloads/pdf/ACityWithGlobalGoals_merged%20Part%20I%20and%20II_spreads.pdf

³⁸ The City of New York. One New York: The Plan for a Strong and Just City website.
<https://onenyc.cityofnewyork.us/>. Accessed February 15, 2018.



Baltimore, Maryland (United States)

Baltimore is part of the Sustainable Cities Initiative (USA). Before the effort of including SDGs in the city, Baltimore was already host to similar, goal-oriented sustainable development projects, including the Baltimore City Planning Department's Sustainability Plan.³⁹ To be sure that the SDG effort in Baltimore was efficient and build on what was already being done in the City, the SCI-Baltimore project team conducted a stocktaking of these existing efforts, and documented goals and targets that align with the SDGs. The stocktaking effort identified: (a) indicators and measure data for SDG target tracking, and (b) partner organizations that could share tacit knowledge on development in Baltimore and collaborate on the SDG achievement effort.⁴⁰

The 56 indicators defined to measure the 17 SDGs were evaluated according to these guiding principles:

- The data aligns with SDG targets and represents local priorities;
- Indicators reflect existing/parallel processes envisioning Baltimore's future;
- Data is accessible and actionable and from a valid, reliable source;
- Baseline measures are recurring in order to be tracked over time;
- Measures can help address disparities through disaggregation by race and by gender.

Since 2015, the City of Baltimore has established a performance-based and participatory budgeting process. Baltimore launched OutcomeStat, a decision-making tool that aligns City resources from all sectors to enable City government and partners to build and sustain the best possible quality of life for Baltimoreans⁴¹.

The importance of the Baltimore process is that it included target definition with stakeholder involvement, and a strong community outreach to engage local communities while working on the process of SDG localization.

For more information on Baltimore's targeted local SDGs, please consult: SDSN. (2016). Baltimore's Sustainable Future: Localizing the UN Sustainable Development Goals, Strategies and Indicators. <http://sdgfunders.org/reports/baltimore-s-sustainable-future-localizing-the-un-sustainable-development-goals-strategies-and-indicators/>

San Jose, California (United States)

San Jose is part of the Sustainable Cities Initiative (USA). The city of San Jose has a long history of implementing policies focused on sustainability. To establish recommendations of how the city could localize the SDGs, the first step was to review the city General Plan: Envision San Jose 2040 for its alignment with the SDGs. The findings showed that the plan had alignments with almost every SDG, though the policy statements were often high-level more than specific quantitative

³⁹ Baltimore Office of Sustainability. Baltimore Sustainability Plan. <http://www.baltimoresustainability.org/plans/sustainability-plan/>. Accessed February 15, 2018.

⁴⁰ Sustainable Development Solutions Network. (2016). Baltimore's Sustainable Future: Localizing the UN Sustainable Development Goals, Strategies and Indicators. <http://sdgfunders.org/reports/baltimore-s-sustainable-future-localizing-the-un-sustainable-development-goals-strategies-and-indicators/>

⁴¹ To access the OutcomeState platform, please visit: <http://bbmr.baltimorecity.gov/outcomestat-0>



targets for the city. The framework and General Plan the city had was a good starting point, so the main recommendation to the city was to develop the specific quantitative targets, and to align their current initiatives to the SDGs to be able to measure them directly. One example is the implementation of My Brother's Keeper initiative, which could give data for indicators related to access to education, decrease in youth crime, among others. Another of the commitments of the city was to become a Smart City⁴² which one of their pillar is a user-friendly city, with the proposal of building a digital neighborhood dashboard that allows residents to access information to collectively solve issues in their own neighborhood.⁴³

For more information on San Jose's targeted local SDGs, please consult: SDSN. (2016). Implementing the UN's Sustainable Development Goals at the Local Level. <http://www.sjsu.edu/sustainable-cities/docs/sci-reports-sanjose-final.pdf>

Europe

Sweden

As stated in Sweden's 2017 report on the 2030 Agenda presented to the UN High Level Political Forum (HLPF), the country is seeking to position itself as a global leader on the SDG.⁴⁴ The report establishes Sweden baseline in regard to key development priorities, the institutional arrangements and national governance systems established for this purpose, the goals and targets for 2017, the country's development priorities locally and abroad, as well as the special initiatives implemented. Despite not having a concrete tool/platform as other country, Sweden National Government and its municipalities have worked to great extent to incorporate the SDGs in their policies and, more importantly, in their budgets. In this last regard, Sweden is one of the mayor donating countries on local/urban implementation of the SDGs.

Malmo (Sweden)

Even though Malmo has not yet officially adopted the SDGs, the Malmo City Council has a comprehensive sustainability plan and is currently focusing on 10 sustainability priorities. These priorities are aligned and influenced by the SDGs. As presented during the Local2030 special side event during the 2017 HLPF, Malmo has become one of the champion cities in preventing poverty, promoting wellbeing, and more recently as a local champion of SDG 14: Life Below Water.⁴⁵ The main way of collaborating is by organizing and sponsoring events regarding sustainability and the SDGs.

⁴² City of San Jose. Smart City Vision website. <https://www.sanjoseca.gov/index.aspx?nid=5289#SUS>. Accessed February 15, 2018.

⁴³ City of San Jose. Making San José America's most innovative city by 2020. <http://www.sanjoseca.gov/DocumentCenter/View/55021>. Accessed February 15, 2018.

⁴⁴ Government of Sweden (2017). Sweden and the 2030 Agenda: Report to the UN High Level Political Forum 2017 on Sustainable Development. <http://www.government.se/49f428/contentassets/400a118a14b94750a61e42b620a9def9/sweden-and-the-2030-agenda--report-to-the-un-high-level-political-forum-2017-on-sustainable-development.pdf>

⁴⁵ To access the recording of the HLPF 2017 Local2030 Side event, please visit: <https://www.local2030.org/hlpf-2017>



Germany

Engagement Global has developed a project titled “Municipal Partnerships for Sustainability” through the German Federal Ministry for Economic Cooperation and Development (BMZ) that focuses on local level approaches for making progress toward the SDGs. The project is based on the idea that local partnerships can enable municipalities to support each other in the implementation of the 2030 Agenda and share best practices and experiences. A two-year pilot phase included 12 partnerships between German municipalities and Southeastern European municipalities in countries including Bosnia and Herzegovina, Kosovo, and Serbia. No specific tool was developed but the focus of this project is to build strategic cooperation and establish dialogues for achieving the SDGs. The project provides participating municipalities with tools and instruments to support mutual knowledge sharing and recognizes the restricted financial and human resources that municipalities generally have. Each partnership will develop a joint plan of action for the SDGs that will include the planning of concrete targets and measures, and the allocation of human and financial resources for their achievement.⁴⁶ Additionally, the Landesarbeitsgemeinschaft Agenda 21 NRW (LAG 21 NRW), an independent network for civil society, administration, and politics, supports municipalities to develop their SDG roadmaps by providing participatory planning tools and consultation.⁴⁷

Hannover (Germany)

“In March 2016, the City Council committed to implement the 2030 Agenda at the local level and, in June 2016, adopted the “My Hannover 2030” strategy. 12 goals, 41 sub-goals and a total of 85 related sustainable development indicators are being used to draft the “1st Sustainability Report”, which will be presented by the end of 2017”⁴⁸.

More information is available online at this address: <http://www.hannover-nachhaltigkeit.de>.

Netherlands

VNG International, the International Cooperation Agency of the Association of Netherlands Municipalities, supports decentralization processes and facilitates decentralized cooperation, and aims to strengthen local government capacity. In order to support local development and sustainability, VNG International developed three different projects: 1) Global Goals Municipality Campaign; 2) Inclusive Decisions at Local Level (IDEAL); and 3) Local Government Capacity Program for Local Government Resilience Program. While they have not produced a specific tool, the focus has been on raising awareness and supporting municipal-level sustainable development.⁴⁹ The Global Goals Municipality Campaign (Gemeenten4GlobalGoals) supports the

⁴⁶ Engagement Global (2018). Municipal Partnerships for Sustainability. Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung. <https://skew.engagement-global.de/municipal-partnerships-for-sustainability.html>

⁴⁷ United Cities and Local Government (2017). INSIGHT: German municipalities begin to localize the SDGs. Barcelona: UCLG. <https://www.uclg.org/en/media/news/insight-german-municipalities-begin-localize-sdgs>

⁴⁸ United Cities and Local Government. (2017). National and sub-national governments on the way towards localization. https://issuu.com/uclgcglu/docs/localgov_report_localizationsdg_hlp

⁴⁹ VNG International (2015). Global Goals Municipality Campaign. VNG International. <http://www.vng-international.nl/our-projects/global-goals-municipality-campaign/>



2030 Agenda and highlights the importance of local governments as a key agent in the development agenda. It acknowledges that the SDGs are relevant for local governments and require their participation. Through this campaign, local governments in the Netherlands are informed about the SDGs and encouraged to adopt them into their agendas. In the Campaign, VNG International undertook a role which consists of: informing on the SDGs, the international dimensions and how Dutch municipalities can contribute in realizing the goals; facilitating exchange by forming and expanding the network of municipalities and facilitating interaction within the network and beyond; encouraging activities in municipalities that contribute to the SDGs; and advising in order to support the translation of global agendas to local contexts and capabilities.⁵⁰ As a best practice, VNG International suggests selecting 20 to 40 indicators that are relevant for local sustainability, “applying a ‘comply-or-explain’ approach concerning nationally and internationally recognized indicator sets.”⁵¹ A variety of local stakeholders should be involved in selecting these indicators to create more coherent and meaningful reporting.

Utrecht (the Netherlands)

As stated in the UCLG report of the 2017 HLPF, “The City of Utrecht has a long-standing tradition when it comes to sustainability: it was declared the first Dutch ‘human rights city’ in 2012, it ranks high in the National Monitor of Sustainable Cities and already has sustainable procurement policies in effect. Once the city explicitly embraced the SDGs as a framework for sustainability policy in the area, a myriad of local stakeholders, companies and societal actors and organizations followed its lead. Utrecht, moreover, has already set ambitious new targets: in 2018, it aims to have the Netherlands’ lowest unemployment rate; it wants to expand the number of solar panels from 4,000 in 2015 to 15,000 in 2020; and it wants 75% of its citizens to be familiar with the SDGs by 2030.”⁵²

Valencia (Spain)

In 2016 the region of Valencia launched a report about the local implementation of the SDGs. The region of Valencia described the strategy it followed to roll over the localization plan. The report explains and highlights the importance of the following:

- There has to be political cohesion amongst different institutions and authorities
- An educational process as a tool to generate awareness
- Dialogue, involvement and joint responsibility and ownership by all parties involved
- Creation of the strategic alliance amongst 12 of the existing regions

The report can be found in the following link: <http://localizingthesdgs.org/library/view/202>

⁵⁰ Mulholland E & Bernardo A. (Oct. 2017). Experiences and Governance Mechanisms at the Local and Urban Level for SD and 2030 Agenda Implementation. ESDN Quarterly Report 46. Vienna: ESDN Office.

⁵¹ Niemann L (Sept. 2015). Sustainability Reporting: What’s in it for Local Governments? Lessons from practical examples. The Hague: VNG International.

⁵² United Cities and Local Government. (2017). National and sub-national governments on the way towards localization. https://issuu.com/uclgclg/docs/localgov_report_localizationsdg_hlp



Asia

Cauayan City (Philippines)

“Cauayan City took the lead of the SDG implementation process at the local level. In his 2017 State of the City Address, the mayor presented several actions related to all the 17 Goals. To eradicate poverty, for instance, the city is providing basic services addressing all sectors of society, making sure that ‘no one is left behind’”⁵³. Furthermore, the current government website, validate this information by presenting the key actions of the government aligned to the SDGs. However, no accountability tool or platform has been established.

Africa

Kaduna State (Nigeria)

Kaduna State in Nigeria was one of the first subnational governments to conduct an in-depth analysis of local sustainable development implementation in alignment with the SDG framework. The State Development Plan for 2016-2020 was aligned with the 17 SDGs, considering improving livelihoods, investing in education, ensuring access to life-saving services, boosting environmental sustainability, and building social cohesion and peace.⁵⁴ Kaduna has committed to tracking and reporting progress toward the SDGs, primarily through a substantial investment in data and statistics capacity for ensuring accurate data, and has conducted multiple surveys and censuses in order to develop baseline data. Kaduna State is the first state in Nigeria to have every sector with an implementation plan aligned to the SDGs. Kaduna State’s SDG report contains proposed key actions to increase data availability, including institutionalizing definitions at the local level, conducting surveys, and collaborating with private sector and other stakeholders.⁵⁵

The multiple examples listed are by no means the only LRG working on SDG implementation. On the contrary, given the myriad of existing examples, this results in a sample of the different projects happening around the globe. However, since there is no central database of case studies, this exercise has been a pioneer in researching successful case studies. Based on this, further research need to be conducted in order to study additional case studies, as well as to validate the information found in indirect sources.

⁵³ United Cities and Local Government. (2017). National and sub-national governments on the way towards localization. https://issuu.com/uclgclg/docs/localgov_report_localizationsdg_hlp

⁵⁴ United Nations (2017). Launch of SDG Report: Kaduna State, Nigeria. United Nations. <http://www.un.org/sustainabledevelopment/blog/2017/09/launch-of-sdg-report-kaduna-state-nigeria/>

⁵⁵ Kaduna State (2017). Kaduna State Sustainable Development Goals Report 2017. Kaduna State Planning and Budget Commission. <http://mobp.kadgov.ng/wp-content/uploads/2017/09/KADUNA-SDG-REPORT.pdf>



Sustainability Beyond the SDGs

Besides the aforementioned tools and best practices, there are many ongoing global efforts that help to manage, compare, and showcase city data. However, none of them include data, nor are aligned, with the SDG; hence, they were not included within the main description. Nonetheless, given their global coverage and digital interface, they were included in the following table.

| Indicator/Tool Kit | Organization | Main Objective | Link |
|--|---|---|---|
| City Prosperity Index | UN Habitat | Global urban sustainability indicator's platform (aligned to SDG 11) | http://cpi.unhabitat.org/ |
| Arcadis Sustainable city Index | Arcadis | Global urban sustainability indicator's platform | https://www.arcadis.com/en/global/our-perspectives/sustainable-cities-index-2016/ |
| C40 Compact of Mayors Interactive Explorer | C40 | GHG Emissions accountability platform | http://www.c40.org/research/open_data/6 |
| Global Platform for Sustainable Cities | World Bank | Global urban sustainability platform | https://www.thegpsc.org/ |
| Urban Dashboard | Inter-American Development Bank | Latin American urban sustainability platform | http://www.urbandashboard.org/iadb/index.html |
| China Urban Sustainability Index | Urban China Initiative | Chinese Urban sustainability indicators guideline | http://www.urbanchinainitiative.org/en/research/usi.html |
| City Blueprint | Waternet Amsterdam; KWR Watercycle Research Institute | Sustainable water management indicator's guideline (mainly in Europe) | https://www.watershare.eu/tool/city-blueprint/ |
| Green City Index | Economist Intelligence Unit, Siemens | Environmentally friendly urban development guideline | https://www.siemens.com/entry/cc/features/greencityindex_international/all/en/pdf/gci_report_summary.p |



| | | | |
|---|--|--|---|
| | | | df |
| Global City Indicators Programme | Global City Indicators Facility | Global urban sustainability indicators guideline | http://documents.worldbank.org/curated/en/350011468337792616/pdf/491660BRI0City10Box338943B01PUBLIC1.pdf |
| Indicators for sustainability | Sustainable Cities International | Global urban sustainability indicators guideline | https://sustainablecities.net/wp-content/uploads/2015/10/indicators-for-sustainability-intl-case-studies-final.pdf |
| Reference Framework for Sustainability Cities | RFSC | Global urban sustainability indicators guideline | https://ec.europa.eu/health/sites/health/files/nutrition_physical_activity/docs/ev_20151216_co07_en.pdf |
| STAR Community Rating System | Sustainability Tools for Assessing and Rating Communities (STAR) | Community sustainability assessment guideline | http://www.starcommunities.org/ |
| Cities Statistics (Urban Audit) | Eurostat | European General urban indicators guideline | http://ec.europa.eu/eurostat/statistics-explained/index.php/Statistics_on_European_cities |
| Urban Ecosystem Europe | ICLEI Italy | Global urban sustainability indicators guideline | http://informed-cities.iclei-europe.org/fileadmin/template/projects/primus/files/UEE_bono.pdf |
| Urban Sustainability Indicators | European Foundation for the Improvement of Living and Working Conditions | Global urban sustainability indicators guideline | https://www.eurofound.europa.eu/sites/default/files/ef_files/pubdocs/1998/07/en/1/ef9807en.pdf |

It is important to note that the platforms and guidelines mentioned above deal in its majority with urban sustainability. Needless to say, there are multiple additional platform and guidelines regarding specific development issues such as the 100 Resilient Cities program of the Rockefeller



Foundation or the US Social Vulnerability Index. However, none of these previously mentioned initiatives have been aligned with the SDGs, forcing the present benchmark report to not fully include them.

Conclusions from the Benchmark Analysis

Based on the previous analysis, the team identified four main principles that need to be taken into account for the tool creation:

1. **National Entity.** As seen in some of the international cases presented, it is important that there is one entity that oversees the localization process and continuously monitors and evaluates the progress of cities. It does not need to be a public agency but an institution that has legitimacy to be in charge. Also, the entity needs to have the capacity to evaluate and ensure that the evaluation is standardized.
2. **Digital Platform.** The best way to have a tool where governments, the private sector, and civic society have access is by creating a digital platform that compiles all the relevant information for these stakeholders. The platform needs to be easily accessible, user friendly—considering the different user profiles—and include an easy-to-understand language and visualization. Finally, a digital platform will also contribute to the transparency and open governance of local governments.
3. **Availability of Information.** The information available in the tool needs to be standardized across cities and different SDG indicators. Moreover, it is crucial that the information is updated on a consistent basis to keep track of the improvements regularly, and to start creating a rich database that can be used to revise and set goals for the future.
4. **Political Participation.** It is key for the success of the tool that it gains interest from relevant stakeholders and becomes a catalyst of the public interest in SDG localization. Through partnerships, the tool should generate commitment and transversal participation of society to reach SDG targets at the city level. The implementation processes of public policies are not decisive, thus the tool should spark the need to become a key player in local governments' planning processes.



II. Field Report

Introduction

From March 8 to March 15, 2018, the workshop team from Columbia University's School of International and Public Affairs (SIPA), consisting of Jorge Salem, Sarah Goddard, Lucia Haro, Lia Celi, and Diego de Leon, traveled to Colombia with the objective of interviewing the potential users of the SDG localization tool being developed in collaboration with Fundación Corona. Starting with a meeting with points of contact at Fundación Corona in Bogotá, throughout the week the team held 10 workshops with seven chapters of the Cómo Vamos City Network and had 15 meetings with relevant actors working on SDG implementation and local data in Colombia. In addition to testing the interest and usability of the tool, the team also identified potential competition and partners. At the end of the fieldwork, the SIPA team had a final meeting with the Fundación Corona team where initial conclusions were debriefed and expectations were aligned.

The team divided up to travel to seven municipalities in total. The consulted municipalities were Bogotá, Medellín, Quibdó, Cartagena, Manizales, Cali, and the Aburrá Sur region (the southern municipalities that are part of the Medellín Metropolitan area). Due to the varying levels of development of the various municipalities, the team was able to understand the different necessities and capacities of the intended users, as well as their different expectations. For this, the team developed a flexible workshop methodology to understand the process each municipality implements in order to identify key performance indicators, and the level of SDG localization in each city. This exercise was extremely useful for understanding the multiple challenges cities face in relation to their planning, and how the SDG framework could contribute to their efforts. Moreover, for the majority of cities, the team held a workshop with public officials and another with private actors to further corroborate the findings of the public sector and understand how civil societies participate in each city.

As previously mentioned, the specialized interviews helped to map the different initiatives that are being implemented for SDG localization and city data in general. Despite multiple existing initiatives, no other organization is working on a project similar to the project outlined in this report, but rather other organizations may be able to substantially contribute to strengthen it. Furthermore, the team identified current gaps that Fundación Corona can fill using the proposed tool, and as a result become the civil society leader for SDG localization in Colombia.



Methodology

The team started by mapping the different stakeholders relevant to the project, and the priority topics that needed to be researched to inform the tool design. Based on the alignment meeting held with Fundación Corona, the priority topics identified were: (i) project leadership, (ii) added value of the tool for each stakeholder, (iii) visualization and language, (iv) city grouping, (v) target definition, (vi) indicators definition, and (vii) monitoring and evaluation cities capacity. The workshop design and interview questionnaires were designed considering some or all these seven topics.

The team conducted 15 interviews in Bogotá (see Annex 6). For each interview, the team first conducted research about the stakeholder, established what would be the main objective of the interview, and based on this created a guide with open-ended questions aligned to the seven priority topics. The format of the interviews varied depending on the actor; in some cases, the team started with a presentation about the project, then gathered feedback from the stakeholder, and then discussed the prepared questions. In other cases, with stakeholders more familiarized with the work of the Cómo Vamos City Network, the team did not use the presentation but explained the purpose of the project and then sought the interviewee's expertise and feedback. The interviews had an average duration of one hour.

The team conducted 10 workshops in the cities of Bogotá, Medellín, Quibdó, Cartagena, Manizales, Cali, and the Aburrá Sur region with private and public-sector actors.

| Workshop | Date | Type of workshop | City |
|----------|----------------|------------------|------------|
| 1 | 13 March, 2018 | Public sector | Cali |
| 2 | 13 March, 2018 | Private sector | Cali |
| 3 | 13 March, 2018 | Public & Private | Manizales |
| 4 | 14 March, 2018 | Public sector | Quibdó |
| 5 | 14 March, 2018 | Private sector | Quibdó |
| 6 | 14 March, 2018 | Public sector | Cartagena |
| 7 | 14 March, 2018 | Private sector | Cartagena |
| 8 | 14 March, 2018 | Public sector | Bogotá |
| 9 | 15 March, 2018 | Public sector | Medellín |
| 10 | 16 March, 2018 | Public & Private | Aburrá Sur |



The workshops were divided into five parts, each of which had specific objectives. Figure 9 shows the five stages in which the workshops were divided. These were formulated based on the debriefing meeting the team had after the Friday meeting with Fundación Corona, in which the priorities of the tools were established (see Annex 3 for the complete workshop guides). The last stage of the workshop included a survey. The survey was designed to get the participants' anonymous feedback on the proposed tool and the topics discussed during the workshop. It also included an assessment of the workshop to consider as recommendations for future workshops the Cómo Vamos City Network may organize.

| WORKSHOP - PUBLIC SECTOR | |
|---------------------------------|---|
| | PART I: Understanding the city's planning framework |
| <i>Time</i> | 25 minutes |
| <i>Objectives</i> | Understand the city's planning process and objective definition Understand the city's target determination Understand the city's process of Monitoring & Evaluation |
| <i>Format</i> | Focus group |
| | PARTE II: Localización de los ODS |
| <i>Time</i> | 25 minutes |
| <i>Objectives</i> | Assess the stage of Localizing SDGs in each city Have the workshop participants internalize the concept of localizing SDG |
| <i>Format</i> | Group dynamic (5 groups: 1 per each stage) |
| | PARTE III: Avance en el desempeño de los ODS |
| <i>Time</i> | 30 minutes |
| <i>Objectives</i> | Understand the rational utilized in each city for the target and indicators definition Assess the city's information capacity |
| <i>Format</i> | Group dynamic (same groups as previous activity) |
| | PARTE IV: Retroalimentación sobre la herramienta |
| <i>Time</i> | 20 minutes |
| <i>Objectives</i> | Get the participants feedback on the proposed tool Get the participant's different perspectives on the utility of the tool |
| <i>Format</i> | Whip-around |
| | PARTE V: Encuesta final |
| <i>Time</i> | 10 minutes |
| <i>Objectives</i> | Get the participants anonymous feedback on the tool and overall workshop |
| <i>Format</i> | Survey |

Figure 9: Workshop design

After the fieldwork ended, the team analyzed the results of the workshops, interviews and surveys in three stages:

1. During the fieldwork, at the end of the day the team gathered to discuss the key takeaways from the interviews and workshops held during that day. On the last day, the team had a meeting with Fundación Corona to share initial impressions and discuss the overall findings. This conversation informed the current analysis. Figure 10 shows the preliminary results that were discussed with Fundación Corona.



Objetivos

- Plataforma interactiva e integradora (hub) donde participen gobiernos y sociedad civil
- Lograr un pleno entendimiento de la importancia de la adopción de las ODS como herramientas de planeación al largo plazo que son en beneficio de la municipalidad.
- Adopción de los ODS en la propuesta de desarrollo de los candidatos y posteriormente en los planes de desarrollo
- Creación de instituciones dentro de gobierno (e.g. observatorios)
- Establecimiento de planes a largo plazo (e.g. Medellín)

Figure 10: Preliminary results from the Fieldwork

2. The team organized the raw data by city and by interview and created two templates: one for the interview summary, and another one for the workshop summary. The templates capture the key findings and main takeaways from each of the interviews and workshops. See Annex 6 and Annex 7.
3. Finally, the team coded the interviews and workshops organized by five main topics related to the final deliverables: (i) indicators, (ii) goals, (iii) visualization, (iv) city classification, and (v) localization.

Results

Interview key takeaways

Alto Consejero para las Regiones, Presidencia de la República



The meeting with the Alto Consejero Presidencial para las Regiones was an executive but important meeting as it enabled a high-level government official to become familiar with the plans of Fundación Corona and the Cómo Vamos City Network. His insights from the government were very clear: the benefit of localizing the SDGs for them is that if the targets are met in cities, then the national targets will be met. That should be the selling point to all government entities to get their buy-in. In the same sense, the Alto Consejero suggested having the DNP on board, to make sure the tool is adding and not going against their plans. From the tool design perspective, he suggested three components for the tool: (i) baseline generation for cities, (ii) target definition per city aligned to national targets, and (iii) a repository of good public policy practices. He also recommended having an agile mechanism in the design and implementation, considering that public servant users have limited time, to have space for conversation but more for taking action. Finally, the Alto Consejero recommended starting the pilot with capital cities and metropolitan areas, as they have more capacity and make up the highest percentage of the population, and then scaling up the initiative. He expressed his interest in and support for the project, so it is important to keep him updated on progress made.

Bogotá Academic Experts

This meeting was a good way of corroborating the findings of the Bogotá public sector meeting. The attendees confirmed the perception that Bogotá's SDG framework is still weak, especially compared to the MDGs. Moreover, there needs to be a higher level of political engagement, for which the tool of Fundación Corona can be an extremely useful vehicle. Finally, Bogotá, as one of the most advanced cities in Colombia, can provide relevant information regarding data collection, but can be hardly compared to other municipalities in the country.

C40

C40's mission is to support cities to reach the Paris Climate Agreement. It focuses on promoting a specific major infrastructure project in a city. C40 supports Bogotá in Colombia alone through technical support. Since C40 focuses on a single infrastructure they will only use a few indicators related to their project, such as air quality.

Centro de Pensamiento Estratégico Internacional (CEPEI)

CEPEI is very interested in continuing to work with Fundación Corona in finding ways to mutually complement their work, as well as to mainstream their initiatives to stimulate their usage in both the public and private sectors. In this regard, both Data República and the Open Data Hub can serve as additional sources for the additional indicators that might be selected.

Consejo Privado de Competitividad (CPC)

The Consejo Privado de Competitividad is a council that promotes competitiveness in the departments of Colombia through a competitiveness index. On May 4, 2018, CPC launched a city competitiveness index. The index is not aligned with the SDGs, but a majority of targets are aligned with them. They select their targets for competitiveness but only use official data. CPC publishes a report that is easy to visualize and understand and condenses it to a ranking among departments. However, they are going to tone down the rankings because direct comparisons are unfair and generating resistance. The information is downloadable in Excel.



Department Administrativo Nacional de Estadísticas (DANE)

DANE, the National Administrative Department of Statistics, is the entity responsible for the planning, collection, processing, analysis and dissemination of the official Colombian statistics. They operate mostly at the national level, but they have been working on a plan for territorial strengthening, though they are in very early stages to consider information at the local level. DANE suggested considering the information that DANE already has. Their main concern is the quality of the information coming from local governments. From their point of view, the main contribution Fundación Corona's tool can make is to propose new indicators that are relevant and where there is quality information available from cities. DANE was excited about the project and committed to share the process they followed to prioritize indicators.

DNP - Misión de Crecimiento Verde

DNP - Misión de Crecimiento Verde, of the National Department of Planning, states the proposed tool will complement their current effort of implementing the Crecimiento Verde agenda. The SDG index should be rolled out in three phases. The first phase should be conservative, starting with 34 indicators, two per SDG, that are currently measured by the cities and for which there is reliable data. The next phases should expand the number of indicators and pressure the cities through civil society to obtain the information. If the target is too nuanced, then it should have process indicators.

Fundación de la Asociación Nacional de Industria (ANDI)

Fundación ANDI is an experienced organization that has worked with the private and public sectors for years. They have data that could help the Cómo Vamos City Network build their indicators. However, they are doubtful that the government will use this tool or even legitimate it. They have had previous efforts without any positive results, where the government (CONPES) excludes the private sector indicators.

Inter-American Development Bank (IDB) (Banco Interamericano de Desarrollo, BID)

The IDB was interested in the project and thought that the tool could help mitigate the problem of cities having new development plans every four years. An important point is that the tool needs to be appropriated by the citizens, and many actors should be involved so there is no competition. The indicators used by the IDB, OECD, and Crecimiento Verde are not aligned, which is a challenge. They suggested that the tool should consider data outliers, and have around 40 indicators prioritized that all actors use in a standardized way to allow for comparison.

Ministerio de Ambiente y Desarrollo Sostenible (MADS)

For the executives the team met at the MADS, this initiative satisfies an unmet need of analyzing local governments and their performance toward achieving the SDGs. They get many data from local government that is later processed to become national data. It is not challenging to get local data but requires formal and specific requirements.

Pro Antioquia



While the localization efforts of Fundación Corona and Antioquia Sostenible (initiative lead by Pro Antioquia) are similar in many ways, there are also important differences that allow FC to maintain leadership. The most important differences are the absence of a city classification and city compression tools. Based on this, it was agreed that AS would wait to have FC toolkit in order to implement it in the Antioquia Department. This will allow continuity and easier compassion. On the other hand, there are various lessons that can be learned from the AS model, particularly on their awareness campaigns, indicator selection/sourcing, and goal setting.

Revista Semana - Semana Sostenible

Semana Sostenible can be a great ally to demonstrate the importance of localizing the SDGs in the local context. For them, the most important thing that the “Red Cómo Vamos” has is the perception survey. The interesting thing is to see how this tool will be unique and representative. They would appreciate that results came diagrammed but also delivered the raw data, so they could build their own graphics. They are willing to make an edition of only SDGs.

Sistema de Ciudades

The ‘Sistema de Ciudades’ offers a diagnostic tool to strengthen the national dialogue, public policies and investment priorities. The ‘Sistema de Ciudades’ created a report with the DNP (National Planning) in two stages: (i) The first identified bottlenecks that limit efficiency of cities, (ii) The second concentrated on the economic connectivity, the regional coordination among cities, and the efficiency and innovation in financing. From the diagnostic, they found out one of the main challenges for localization is decentralization as each city develops its plans independently so there is disarticulation among cities. A recommendation when deciding how to group cities is to consider the institutional framework as there are only six metropolitan cities in Colombia.

TerriData

TerriData is highly interested in following up Fundación Corona’s SDG initiative by providing data and seeing how cities establish their own goals. Based on this, it is important to find ways to align and complement both platforms, particularly in the ways the data provided by TerriData can complement the indicators selected for the FC SDG-toolkit. Moreover, in a longer term, it is important to work on ways city mayor candidates can use both initiatives to build their development plan proposals, and eventually the Territorial Development Plans.

United Nations Development Programme (UNDP)

UNDP found the concept of this tool very interesting and it could support the discussion that the statistics division is having on indicators for 2020. They are working with DNP and DANE to construct and measure indicators, and UN Habitat is looking at indicators for the city level, but measurement depends on the availability of data. They want it to be clearer who the intended user of the tool because it is unlikely that local governments will take on more work for themselves.

Universidad de los Andes



Universidad de los Andes has and is developing partnerships with universities to work on the SDGs not only in Colombia but in the whole Latin American region. The new Center will focus on research, education, training around the SDGs and development. They have an interest in this tool and want to see how what the team has learned can be implemented at the regional level in LATAM. They are also interested in figuring out how to weight different indicators for measurement.

World Wildlife Fund (WWF)

According to WWF, cities are willing to work toward environmental sustainability, particularly if it is seen as a competition. Moreover, it is important to count qualitative examples while also seeking to fill quantitative data gaps, such as the ones showcased in the WWF City Challenge.

Workshop key takeaways

Aburrá Sur Region - Public and Private Sector

Despite being located within the Medellín Metropolitan area, it was interesting to see stark differences between the capacity of the Medellín municipal government planning and that of municipalities that constitute the Aburrá Sur region. This has been the product of a lack of proper financial capacity, translated into reduced technical capacity, as well as the absence of national government capacity building mechanisms. Consequently, while there is patent interest for working on SDG localization, there are multiple challenges that need to be addressed, most notably the lack of reliable locally sourced data and proper M&E systems. Based on this, the proposed tools can have a high impact in the Aburrá Sur region, since it will provide disaggregated information that the municipalities can use for planning in the long term, measuring their progress, and increasing knowledge transfer between municipalities by identifying ways to improve their development programs. Furthermore, there is an urgent need to strengthen current partnerships, such as the one with Pro Sur and Antioquia Sostenible, in order to foster local data collection and incentivize political engagement.

Bogotá - Public Sector

While Bogotá had a very strong evaluation system to track its progress towards the MDGs, there are still multiple areas of opportunity in regard to the implementation of the 2030 Agenda. While the city of Bogotá has consciously aligned their goals; they still have not gone into the detail of matching indicators, nor raising awareness inside and outside of the city government. Nonetheless, their engagement during the workshop, and later in the surveys, demonstrated their interest in developing the tools as a means of tracking progress and comparing to other cities in the world. As a result, they agreed to develop an SDG observatory led by the Secretary of Planning. However, they were not very keen to collaborate with other cities, given the development disparities among the cities in Colombia. As later assessed by Bogotá's academic experts, the city government has strong capacity for data collection, monitoring and evaluation. Therefore, rather than addressing capacity problems, in order to strengthen Bogotá's SDG localization, political commitment needs to be boosted, as well as incentives the creation of partnerships that help bind the process and give continuity, as well as fill information gaps.



Cali - Public Sector

Cali has three levels in the planning system: territorial, community, and municipal. The city integrates indicators but doesn't have the capacity to follow through with results and impacts. The planning of targets is part of a process that amalgamates laws, sectorial demands, and the mayor's campaign promises. While there was general support for this project, the tool might simplify the situation too much if the visualization does not allow for complexity. In addition, the tool needs a methodology that all cities can use, with different categories of municipalities to take complexity and context into account. The methodology should help cities make their own objectives aligned with the SDGs. There should be an intersectoral group that defines targets and proposes them to be approved by the mayor.

Cali - Private Sector

Cali needs to instrumentalize the SDGs and study the region to know what the most critical areas are in order to select appropriate projects. The city has indicators for certain issues but doesn't do anything with the indicators in terms of objectives or solutions. They need more action from the indicators, so the tool could be useful for bringing indicators and targets to action. However, the indicators also need to be brought from the national level to the local level, and academia should support the analysis of indicator data. The tool to measure progress toward the SDGs needs to have open data that is open to the public, and also needs to be functional and applicable with a visualization that is easy to understand. However, this type of tool might only be used if there is a policy that makes it obligatory.

Cartagena - Public Sector

Development plans must amalgamate the mayor's government plan, the sector demands, and the law. Ninety percent of the indicators come already established from the central government. These indicators and the goals are set by the different ministries who have projects at hand. Therefore, changing the indicators and goals is not possible since it is set by the central government. The planning department provides the monitoring and evaluation on a periodic basis. The SDGs are referenced in the development plan, but they have not been localized yet. The tool is useful, but public officials state that they are not going to have time to fill it out. The tool has to be provided with the respective information for their use. The public officials agreed that being compared is useful for their performance; however, they state that the comparisons have to be fair. They want to be encouraged, but at the same time not be minimized by much more advanced cities.

Cartagena - Private Sector

During the planning process the municipalities do not take into account the private sector or civil society. Planning has become a real challenge in Cartagena due to the high rotation of mayors in the past 5 years. The interests of the people are not aligned with the interests of the mayor. There is a limited localization of SDGs. The municipality monitors and evaluates their project but never delves into the impact. The biggest challenge is once the M&E information and results are available the mayors do not turn the results into action. The tool will be useful because it will foster partnerships: SDG 17 is critical.



Manizales - Public and Private Sector

The Manizales workshop was the only one that combined the public sector, private sector and civil society. It was interesting to have all stakeholders discussing SDG implementation. One of the main takeaways was the importance of the collaboration between sectors to achieve the SDGs and to work on a collaborative strategy to do it. The workshop allowed some actors to get to know each other and start a relationship for the future. Manizales has not invested in a strong awareness campaign regarding the SDGs. The municipality has announced the inclusion of SDGs in their development plans, but there are not SDG specific strategies. There are some actions related to sustainability in the city, such as the work CorpoCaldas is doing, but they are not necessarily tied to the SDGs. Regarding the utility of the tool, the group recognized the importance of having an external actor (like the *Cómo Vamos City Network*) serving as the articulator of the information, ensuring it is accurate and updated on a regular basis. Information from the private sector and academia is vast and can contribute to the monitoring and evaluation of the city progress.

Medellín - Public Sector

Medellín proved to be the most advanced city regarding SDG localization. As a proof of this, Medellín has not only aligned their goals, but also their indicators, and, more importantly, they are working on establishing long term goals for 2030. Furthermore, this process has been done not only through government means, but also involving civil society. Nonetheless, there are still important areas for opportunities that need to be addressed, such as increasing awareness and developing aligned public policies, as well as to strengthen current partnerships and create new ones in order to fill information gaps. In any case, the Medellín example is a great case for SDG localization that can serve as a role model.

Quibdó – Private Sector

Attendees were demotivated with the work of the local government. They feel that although there was some continuity in today's plans, it was an impulse from the beginning of the eight-year mandate and that now they have lost viability and strength. They also feel that by creating goals aligned to the SDGs it will create a continuity between governments of different political parties. Finally, they agreed that Quibdó should be compared to other cities but not to the rich ones, but to similar ones.

Quibdó – Public Sector

The municipal team made clear they did have plans and were willing to share them with the society, however only after special request. They believe most comparisons with other cities are cruel because of the type of population they have in the region. They have become more independent regarding financial stability, but they are still paying past debt. They lack personnel with capabilities to apply to monetary resources of the National Government for special projects. They know about the SDGs, but they are not aligned or creating awareness.

Survey results



A total of 79 surveys were completed by the participants of the workshops: 70 from the public sector and 9 from the private sector. In general, the survey was well received, and it showed a positive outlook of the exercise. There was an overwhelming satisfaction with the workshop program and the performance of the guides.

Key findings include the overall interest of the municipalities in working toward the localization of the SDGs (which is currently focused on aligning the development plans); a strong dependence on the national government for data, validations and setting goals; and the desire to have information systems that enable measuring and comparing progress.

For full results, please see annex 8.1 and 8.2. Additionally, specific results of the survey are further discussed in the following section (4).



Analysis

Indicators

Defining the indicators is a defining task in this project. The tool will be based on the team's success in adequately selecting the indicators. However, the team identified through the interviews three major risks that need to be considered. The first one is information flow continuity. The team must select indicators for which they are sure the information is going to be collected in a consistent, standardized and homogeneous manner. Many interviewees have suggested government-sponsored indicators. The second risk is replicability. The team needs to assure that all the municipalities within the CVCN have the budget and technical capacity to collect the information to feed the indicators. The third risk is relevance. The indicators selected must be tailored to the realities of the different municipalities.

Bearing these risks in mind, BID, Antioquia Sostenible and DNP-Crecimiento Verde advised the team to keep the number of indicators as small as possible to measure the 17 SDGs. The number ranged between 36 to 40 indicators, ideally 2 indicators per SDG. These indicators need to be already measured on a regular basis in the 17 municipalities. DNP - Crecimiento Verde also suggested that the team should start small and evolve into a more complex framework with time. This means that the SDG index should start with 36 indicators and increase the number of indicators every four years. In this manner, the municipalities, DNP and DANE can work their way up to the indicators suggested.

This is important because currently Colombia does not measure critical information pertinent to the SDG framework. Themes such as transportation, water usage, change in population, risk management, and environment still need to be supported by the incorporation of new indicators. But this incorporation needs to be progressive, so municipalities have the chance to build their capacity (financial, technical, and political) to maintain the indicators with a constant flow of information.

Goals and Targets

Currently, goals and targets for development at the municipal level primarily come from the national government. While some cities have defined targets, they must be aligned with the national targets. There is a need to bring the national targets down to the local level, so they can be appropriated by local actors and civil society. One benefit of setting and reaching local targets that are aligned with national targets is that by default the national targets will also be met. Some stakeholders prefer for targets to be used to compare cities on their progress, compare performance, and encourage action. The definition of targets should be done by an intersectoral group with actors from various sectors, including academia. There may also need to be better alignment among actors regarding the indicators they use in measuring alignment with and progress toward the SDGs to facilitate the reaching of set targets. Once the municipal planning process has ended in the creation of a four-year development plan, it is not possible to insert or



modify targets in the plans or strategies, and everything needs to be aligned with existing targets. A challenge, therefore, is the sustainability of targets; there needs to be a system for ensuring the continuity of targets from mayorship to mayorship so that targets get changed every four years.

Visualization

Based on the surveys conducted with workshop participants, the proposed visualization examples fit to what the tool aims to measure. Local government actors, on average, agree that it is a fast and easy way of gathering and analyzing information. However, it is critical that the goals are set to a reasonable standard for the locality and that comparisons between cities are also made in clusters. These comparisons are of great importance given that they will push different local governments to improve compared to themselves and their peers.

Another point that was underlined is that every evaluation tool works when it provides feedback, helps to make decisions, and improves strategies. It should also focus on sharing successful experiences from other localities, so they can be replicated in others. Also, the tool will allow civil society to follow up on the progress of the localities and act as an external evaluator of the performance of the municipality. Local governments last four years, but this evaluation, done every year, should push new governors to take the improvements of the previous government and work from there as a base to continue the improvements than their predecessors.

City classification

There is a consensus that cities should be grouped in a way that allows for fair comparison, but there is no general agreement on how that grouping should be done or what is considered a fair comparison. Some of the city characteristics to consider are institutional framework, technical and financial capacity, economic development, population, and others. The 'Sistema de Ciudades' considers the institutional framework when deciding how to divide cities. There are some cities that are metropolitan, and others like Bogotá for example, where there is no one single legal entity but all separate municipalities. A platform like TerriData divides cities into 6 categories (main cities, plus 5 quintiles which divide the remaining cities according to their technical and financial capacity, economic development, location within the Sistema Ciudades, city agglomeration, population, etc.). Similarly, the Alto Consejero para las Regiones recommended starting a pilot with capital cities and metropolitan areas, as they have more capacity and make up the highest percentage of the Pareto.

Cities expressed their concerns about comparison. On one hand, cities like Cartagena mentioned that if they are compared to the poorest cities they will always look great, but on the other hand, Quibdó mentioned they will always be at the bottom if compared to other cities in Colombia. The definition of goals needs to be linked to the city context and capacity to have a fair and apolitical comparison.



Level of localization

According to the results of the workshops, surveys and interviews, there is great interest among cities to localize the SDGs, particularly because there is no initiative currently being developed in the country that addresses this interest except for the work of Antioquia Sostenible (which is limited to the Antioquia department) and DANE (which was mostly condensed to the elaboration of the CONPES, and it is unclear if it will continue since there are no local goals for the SDGs at the local level). However, in order to establish a successful program there are two main barriers that need to be overcome: first, to spark political interest of high ranking officials in order to get their political buy-in; and, second, create more awareness in what localizing the SDGs means, including understanding what are the steps and how cities can participate. Consequently, the proposed tool needs to provide an easy and standardized way for cities to understand localization of the SDGs in each of the proposed stages. In other words, the tool has two goals: information collection of which actions are being taken by the involved governments, and an educational purpose through which cities understand the specialized vocabulary and what localization entails.

Based on this, there are two main challenges that need to be addressed. The first is how the information will be collected. By sending only one survey, the input received might be limited since it might not take into account efforts done by other public agencies and private organizations within the same city. The second is translating qualitative information into quantitative information. The information provided is not very quantified, and therefore might not be used to classify cities as was originally intended.

If implemented successfully, this tool will be the first to capture best practices of cities in Colombia, as well as to identify potential partnerships. Many of the cities expressed interest in learning about international examples, which could be included in this tool. Finally, this could also evolve into a city challenge similar to the one of WWF, through which cities compete on the best ideas to localize the SDGs, and hence create a database of best practices.

Stakeholder analysis

| # | Stakeholder | Interest High-Med-Low | Influence High- Med-Low | Strategy |
|---|--|--------------------------|----------------------------|---|
| 1 | Alta Consejería para las Regiones | Med | High | Keep the Consejería informed about the progress. Leverage their influence to acquire support from DNP and from local governments. |
| 2 | DANE - Coordinadora ODS | Med | High | Keep DANE involved in the development of the tool. Specially |



| | | | | |
|----|--|------|------|---|
| | | | | in the indicator selection and proposal of new ones |
| 3 | DNP - Sistema de Ciudades | Low | Low | Use the recommendations from the city analysis to build the indicators criteria. |
| 4 | DNP - TerriData | High | High | TerriData is interested in following up. Collaborate with them in the tool creation and analyze how tools can collaborate |
| 5 | DNP - Crecimiento Verde (CV) | High | High | CV wants to collaborate with the project. They are willing to review and feedback the project proposal. In addition, though CV ends their mandate this year, they are still an essential player since they will need to give recommendations to the DNP, and can take some of the learnings from FC to the national government. |
| 6 | DNP - Dirección de Desarrollo Urbano | Med | High | Though, during the field visit the team did not meet with this entity, they will be the leaders from the DNP side to work on city localization. |
| 7 | Ministerio de Ambiente y Desarrollo Sostenible (MADS) | Low | Med | MADS can be strategic to help the team obtain local environmental information or creation of a new indicator. |
| 8 | Inter-American Development Bank (IDB) | Med | Low | Interested in the project. Can help in fostering long term planning in the cities. |
| 9 | United Nations Development Programme (UNDP) | Low | High | Since UNDP attempts to do a similar exercise in the medium term is important to keep them involve. |
| 10 | C40 | Low | Med | C40 can be instrumental in |



| | | | | |
|----|---|------|------|--|
| | | | | providing information to build the new indicators. |
| 11 | Fundación ANDI | Low | Med | ANDI can be instrumental in providing information to build the new indicators. Pending to meet with the Sustainability Vice-presidency |
| 12 | WWF | Med | Low | WWF can aid as a peer-review partner. Continue the partnership from the Informe Luz creation. |
| 13 | Semana Sostenible (SS) | Med | Med | SS can aid in the dissemination of the importance of localizing the tool and encouraging local governments in adopting this good practice. |
| 14 | Consejo Privado de Competitividad (CPC) | Med | Low | CPC has great partnership potential since they are developing a city index. CPC can assist FC in the construction of the index. In addition, the team could leverage their national presence in order to market the tool |
| 15 | Universidad de los Andes (UNIANDES) - SDG Regional hub | High | High | As a regional hub is important to engage with the. FC have to collaborate with them in the design, launch and eventually replicate this tool in other countries. |
| 16 | CEPEI | High | Low | CEPEI want to mutually complement both organizations' projects, as well as to mainstream their initiative to impulse their usage in both the public and private sector |

Throughout the fieldwork, the team built strong stakeholder relationships that, if leveraged properly, can constitute a source of strength for the execution of the project. There are



stakeholders such as DANE, DNP-Crecimiento Verde, and TerriData that will be paramount in the definition and revision of indicators. Institutions such as CEPEI and MADS can be of importance when constructing new indicators. Semana Sostenible, Consejo Privado de Competitividad, and UNIANDES can also be instrumental in disseminating the idea of localizing the SDGs and the utilization of the tool. However, there are still important actors that need to be consulted, and some that will need to be reconsulted once the tools are finalized in order to get political buy-in and stakeholder support. Furthermore, it is critical that Fundación Corona establishes formal partnerships with these organizations in order to avoid duplicity and create a positive synergy in which the different initiatives can complement each other.



Conclusions

Fundación Corona is in a unique and privileged position to become the local hub for SDG localization in Colombia. Despite major efforts of the national government to mainstream the SDGs into Colombian local politics, their efforts have only reached the regional level, leaving a gap at the local/city level. Based on this, Fundación Corona needs to quickly develop a tool that can provide cities a way to assess their progress towards the SDGs and compare their progress to other cities in Colombia. However, due to the different levels of development of cities in Colombia, it is necessary to classify the participant cities in a way that it makes the comparison fair and representative.

Furthermore, to make the tool successful, there are three main challenges: First, it is necessary to select an appropriate number of indicators that make up a representative sample and that helps to identify information gaps. Additionally, indicators should reflect the competencies of the cities (sectors in which they have more leverage power) and incorporate non-official sources of information. Second, following the Medellín example, there need to be agreed upon goals that set standards for 2020, 2025, and 2030, that are flexible and adaptable, and that conform to the context of a specific group of cities. Third, the tool needs to provide visual aids that reaffirm the findings and help pinpoint the areas of opportunity. Fourth, the instrument should both measure and educate, and identify the actions cities are doing in regard to localization of the SDGs (particularly best practices). Fifth, it is critical to establish strategic partnerships with key organizations to prevent duplicity and help complement Fundación Corona's work.

Without doubt, the fieldwork was an extremely positive asset for the project. After identifying best practices around the world and conducting the benchmark analysis, the fieldwork was the perfect opportunity to test the first draft of the tool, analyze its validation, and finally develop a product that will be adjusted to the reality of cities in Colombia.



III. Tool Refinement

Based on the benchmark analysis and subsequent field work, the SIPA team refined the tool to adapt it to the Colombian context. The first consideration was that from the outset the tool will be managed by Fundación Corona, but responsibility will eventually be transferred to a national organization that has legitimacy amongst the municipalities.

A second consideration regarding the tool is that Fundación Corona can incorporate the work of their consultant and add the municipality's historic data into the tool. This would make the exercise of future projections more precise.

The tool needs to be used and updated on an annual basis. Based on feedback during the workshops conducted in March 2018, the SIPA team concluded that unless there is legislation requiring municipalities to use the tool, they will not use it because of limited capacity, time, and resources. For this reason, Fundación Corona will be responsible for regularly updating the information with support from the municipalities and then validating it with the municipal leaders.

The proposed tool considers three main parts: Part A called the 'Localization Tool' aiming to assess the level of SDG localization in each city, Part B called the 'Indicator Tracking Tool' aiming to assess the progress of cities for each SDG indicators, and Part C called the 'Civic Engagement part' aiming to educate civic society and encourage their active participation in the SDG. This report will share the details for Parts A and B. Part C will be further developed by Fundación Corona in a later stage of the tool.

PART A: SDG Localization Tool

The SDG localization tool has two objectives: 1) to understand the level of SDG appropriation by each municipality, and 2) to guide the municipalities on how they can incorporate the SDGs within their implementation plans.

1. Tool design

To create this tool, the team used a compendium of good practices published by UCLG, UNDP, and the Global Task Force on localizing the SDGs at the municipal level. This compendium describes the best localization practices around the world. These practices divided the localization in four categories: (1) Raising awareness and promoting the SDGs, (2) Diagnosis of the current state of SDG implementation, (3) Development of plans and strategies for implementation and action, (4) Monitoring and evaluation.

The overall aim of this tool is to identify strengths and weaknesses in SDG localization and implementation across Colombian municipalities in order to support the scaling up of best practices as soon as possible.



Based on the best practices described above, and the feedback from the workshops during the field visit, the team defined 7 categories to assess the state of localization of a city. The categories are as follows:

- Raising awareness. Assess if the city is building awareness among civic society about what the SDGs are and their importance.
- Promoting the SDGs. Assess if the city is creating partnerships with other sectors to actively participate and promote the SDGs at all levels.
- Diagnostic: Assess if the city has a diagnostic of its performance on each SDG
- Strategy: Assess if the city planning and budget are aligned to the SDGs.
- Implementation: Assess if the city has the capacity and human resources in place in charge of SDG implementation.
- Monitoring and Evaluation: Assess if the city tracks its performance on the SDGs
- Adjustments: Assess if the city has a knowledge repository on the SDGs and makes improvements to their plans according to SDG monitoring and evaluation data.

2. Tool use

Each of the 7 categories has 2 to 5 indicators to assess the level of the city in a particular category. The cities will be evaluated based on the extent to which they have fulfilled the requirements for each of the categories. The process of evaluation is as follows:

1. The city will be assessed for each of the indicators as Green, Yellow or Red based on the defined rubric. Green has a value of 3, Yellow of 2, and Red of 1.
2. After qualifying each indicator, the indicators inside a category will be averaged to get a score for each of the 7 categories.
3. The city will get a traffic light qualification for each category based on the following score table: 1-1.5 Red, >1.5-2.5 Yellow, >2.5-3 Green
4. The tool will allow users to select only one of the indicators, or a whole category for comparison.

3. Implementation

With respect to the use of the tool, the SIPA team recommends that CVCN should update the city's information on an annual basis in a consistent manner. CVCN must then validate the results with representatives of each municipality.

The idea is to understand how cities are performing overall and within their "city cluster." The best practices will be obtained and then disseminated across the CVCN municipalities. For cities not performing as well as others, a quick assessment can be done and recommendations can be provided.

See Annex 9 for the full questionnaire and rubrics.



4. Visualization

Since the aim of the tool is to visualize the performance of each city with regards to the localization of the SDGs and capture the best practices, then the tool has to be able to capture the essence of both.

In the graph below, the tool administrator is going to be able to quickly understand what the status of each city is with regards to their group and level of adoption. As seen in the graph below in Group C for example there are 5 cities located in the green stage or “localized”, 5 in “Advanced” while 5 in “Progress”. This classification responds to the results of the SDG localization questionnaire each city has done which is suggested above. The idea is to understand how the cities are performing with regards to their peers within their same group.

| RANKING / POSICIONES | | | | | |
|----------------------|-------------|--------------|--------------|-------------|--------------|
| | Grupo A (1) | Grupo B (5) | Grupo C (15) | Grupo D (7) | Grupo E (5) |
| Localizado | | Medellin | Ibague | Santa Marta | Quibdo |
| | | Cali | Cajica | | Buenaventura |
| | | | Sabaneta | | Riohacha |
| | | | Zipaquirá | | |
| | | | Pereira | | |
| Avanzado | Bogotá | Barranquilla | Manizales | Yumbo | |
| | | Bucaramanga | Cota | Cucuta | |
| | | | La Estrella | Gachancipa | |
| | | | Sopo | Cogua | |
| | | | Armenia | Tocancpa | |
| En Progreso | | Cartagena | Pasto | Tenjo | |
| | | | Envigado | Nemocon | |
| | | | Caldas | Tabio | |
| | | | Itagui | | |
| | | | Chia | | |

Since the goal is to encourage cities to all be positioned in the localized bracket within their group, then the administrator has to be able to capture and disseminate the best practices amongst the cities.



For that reason, the graph below captures the best practice per group and per stage. The idea is that all the cities are going to be able to combine the guidance provided by the questionnaire, and the best practices of all the cities in Colombia within the Red Como Vamos. The graph below represents this idea. For instance, in Group A that only has 1 city, one of the best practices executed by Bogota is to have an Indicator, Monitor, and Evaluation system in place. In the case of Group B, Barranquilla has a champion within the operation which is able to provide follow up the SDGs within the municipality’s operation. Again, the objective is to disseminate the good practices so they are easy to adopt by others. The coordinator of the Red Como Vamos has to be able track the best practices per city and be able to portray them in the graph.

| BUENAS PRACTICAS | Grupo A (1) | Grupo B (5) | Grupo C (15) | Grupo D (7) | Grupo E (5) |
|--------------------|--|--|---|--|--------------------------------------|
| Localizado | Bogota: Sistema de informacion funcionando | Baranquilla: Tiene champion dentro de la operacion | Pereira: Alineamiento Regional y Nacional | Santa Marta: Sistemas de medicion implementados junto con espacios de medicion | Riohacha Embajador en Sociedad Civil |
| Avanzado | | | | | |
| En Progreso | | | | | |

PART B: SDG City Measuring Tool

This part of the tool has two main objectives: 1) Serve as an indicator-tracking tool for each city, and 2) Serve as a point of comparison among Colombian cities.

To be able to have a tracking tool for each city, the team together with Fundación Corona developed a methodology to define the indicators for each SDG and the desired targets for each indicator.

1. Indicator Definition

The process followed two phases to define and refine the indicators list. Phase I happened before the field trip to Colombia, and based the initial selection of indicators on international frameworks and the availability of information from the CVCN 2015 baseline. Phase II happened after the field trip and included findings from the fieldwork. The original selection of indicators was crossed-analyzed with the indicators define nationally by the CONPES to be in line with national standards. Also the team reached out to TerriData, Antioquia Sostenible and the Consejo



Privado de Competitividad to share the indicators they are utilizing and again make a cross-analysis to be aligned with the availability of information of other sources outside the CVCN. Below are the detailed steps followed.

Phase I

Step 1: Revision of Fundación Corona's SDG baseline information and categorization of indicators into subgroups depending on the amount of data available

Step 2: Analysis and comparison of SDG indicators across all different metric frameworks (UCLG, SDSN, Urban Lab, WCCD, SPI)

Step 3: Creation of matrix to cross-analyze Fundación Corona's SDG indicators with the international metric framework indicators

Step 4: Initial selection of indicators based on cross-analysis, considering:

- Indicators recognized by the majority of international frameworks as a useful data point to measure SDGs at the local level
- Indicators for which there was baseline information available for more than 50% of the Cómo Vamos City Network (CVCN) cities
- Indicators in their aggregate version only (disaggregated data for available indicators was not taken into account)

Phase II

Step 5: Field validation of initial selection

Step 6: Cross-analysis with CONPES indicators

Step 7: Prioritization of indicators by the CVCN chapters

Step 6: Analysis and comparison of SDG indicators across Colombian local indicator pools (TerriData, Ciudadatos, CPC, Antioquia Sostenible)

Step 7: Second cross-analysis with the prioritized indicators, and the Colombian local indicator pools

Step 8: Final selection, considering:

- The leading CONPES indicator (indicadores trazadores) per SDG
- The leading CVCN indicator per SDG
- Other indicators based on the cross-analysis conditional of the information disposition (information available for more than 50% of baseline cities in Colombia)

It is important to note that while the city indicators of the Consejo Privado de la Competitividad provide a rich database and list indicators that can be easily aligned to the SDGs, none was included in the final indicator list mentioned above since it has not been officially published,



hence there is no data and cannot be comparable. Nonetheless, for subsequent years, it is highly recommended that CPC cities index incorporated into the pool of indicators.

2. Target Definition

For the target definition, the team took inspiration from the SDSN US Cities target definition where they included a set of criteria based on each type of indicator. Some criteria used by SDSN included: UN standards, OECD standards, or Best Value (from a specific city). Below is the explanation of the criteria followed to define the targets for Colombia. It is important to note that the targets have been defined equally for all cities, but once the classification of cities is finalized by Fundación Corona, the tool includes comments where the targets for specific indicators should be revised.

Step 1: Include the baseline data of the cities chosen to be evaluated, based on data provided by Fundación Corona in their 2015 baseline

Step 2: Consult the following sources to obtain the information: Ciudadatos, CONPES, Crecimiento Verde, ICAU, CVCN, TerriData

Step 3: Establish goals for all of the cities. The methodology to set goals depended on the type and quality of the data. As seen in the following graph, there were not uniform criteria for all indicators; rather, they were analyzed separately and depended on the level of achievement the cities. For example, for some data the largest percentage/indicator between the cities was chosen as the national target, and in other cases, an average of the OECD countries was chosen. It also depended on the availability of information.

The criteria followed to select each methodology is as follows:

- Target CONPES: Leading indicators (metas trazadores) followed the target set by the national plan
- Target UN: Targets where the UN has world targets; for example, eradicate poverty, labor child
- Largest Possible Value: When the Target CONPES had already been achieved by one of the Colombian cities measured
- OECD Values: When there was not a national target, the target was calculated by choosing an average of the data available at the OECD statistics platform

See table below for a detailed information on the indicators that followed each criteria.



| |
|--|
| High Income country average (2015) |
| Número de suscriptores de Internet fijo por cada 1000 habitantes |
| Máximo valor posible |
| Porcentaje de personas que habita en viviendas con servicio de gas natural |
| Tasa de fecundidad en mujeres de 15 a 19 años (Por cada 1,000 Mujeres de 15 a 19 años) |
| Cobertura vacunación pentavalente en menores de 1 año |
| Indicador de desempeño fiscal |
| Ingreso per capita de los hogares |
| Inversión por habitante en el sector cultura |
| Metros cuadrados de espacio público efectivo por habitante |
| Mujeres víctimas de violencia de pareja por cada 100.000 mujeres |
| Mujeres víctimas de violencia intrafamiliar Distinta a la de pareja por cada 100.000 mujeres (no incluye contra NNA) |
| Porcentaje de desnutrición crónica en menores de 5 años |
| Porcentaje de ejecución del presupuesto de inversión aprobado |
| Porcentaje de hogares que cuentan con servicio de recolección de basuras |
| Porcentaje de microestablecimientos que solicitó un crédito y le fue aprobado |
| Porcentaje de Ocupados afiliados a sistema de pensiones |
| Porcentaje de población que habita en hogares que cuenta con servicio de alcantarillado en su vivienda |
| Promedio del Índice de gestión de proyectos de regalías (IGPR) - Municipios |
| Proporción de ciudadanos que se sienten seguros o muy seguros en el barrio en que habitan |
| Tasa de cobertura en educación superior |
| Tasa de mortalidad infantil (menores de un año) (por cada 1.000 nacidos vivos) |
| Tasa de mortalidad por enfermedades cardiovasculares por cada 100.000 habitantes |
| Meta CONPES |
| Mujeres víctimas de homicidio por cada 100.000 mujeres |
| Área deforestada en la entidad territorial |
| Brecha de ingreso mensual promedio entre hombres y mujeres |
| Brecha del tiempo dedicado a quehaceres domésticos y cuidados no remunerados por hombres y mujeres |
| Cobertura neta en educación secundaria |
| Crecimiento anual del PIB real per cápita |
| Desperdicio de alimentos per cápita en consumo en hogares |
| Incidencia de la Pobreza Multidimensional (IPM) |
| Incidencia de pobreza monetaria |
| Ingresos per cápita en el 40% de los hogares más pobres de la población |
| Inversión en investigación y desarrollo como porcentaje del PIB |
| Municipios que cuentan con mecanismo intersectorial para el abordaje de las violencias de género |
| Número de personas secuestradas |
| Numero de personas víctimas de agresiones (violencia interpersonal) por cada 100.000 habitantes |
| Porcentaje de agua residual que recibe tratamiento |
| Porcentaje de estudiantes que alcanza nivel satisfactorio o avanzado en prueba de Lenguaje de Saber 5 |
| Porcentaje de estudiantes que alcanza nivel satisfactorio o avanzado en prueba de Matemáticas de Saber 5 |
| Porcentaje de hogares en déficit cualitativo de vivienda |
| Porcentaje de la población ubicadas en zonas de alto riesgo |
| Porcentaje de mujeres en cargos directivos del Estado Colombiano |
| Porcentaje de personas que habita en viviendas con servicio de electricidad |
| Porcentaje de población afiliada al sistema de salud |
| Porcentaje de población que habita en hogares que cuenta con servicio de acueducto en su vivienda (Agua potable) |
| Porcentaje de transmisión materno- infantil del VIH/SIDA |
| Proporción de población con Inseguridad alimentaria moderada o severa (LEVE O MODERADA) |
| Razón de mortalidad materna a 42 días (por cada 1.000 nacidos vivos) |
| Reducción anual de emisiones totales de gases efecto invernadero respecto al escenario de base (Business as Usual- BAU). |
| Tasa de cobertura bruta en educación media |
| Tasa de desempleo |
| Tasa de homicidios por cada 100.000 habitantes |
| Tasa de hurtos (por cada 10.000 habitantes) |
| Tasa de reciclaje y nueva utilización de residuos sólidos generados |
| Meta CONPES Bogota |
| Tasa de mortalidad por desnutrición en menores de cinco años (por cada 100.000 menores) |
| Meta establecida por la UE |
| Niveles medios anuales de partículas PM10 |
| Meta ONU |
| Área Total de Territorios Estartégicos |
| Incidencia de pobreza monetaria extrema |
| Número de casos de violencia contra Niños, Niñas y Adolescentes por cada 100.000 menores de 18 años |
| Porcentaje del área de la entidad territorial en manglares |
| Proporción de personas que vive por debajo del 50 de los ingresos medios |
| Tasa de Trabajo infantil |



For alternative methods for defining the goals, the SIPA team provided a set of options per indicator in order to define what is the best alternative. The first alternative is to use historic data. CVCN should input the data collected by their consultant into the tool and use it to project improved targets over time. For the indicators that do not have extensive data, they should use Fundación Corona's 2015 baseline, and complement it with data from 2016 and 2017. Based on this exercise, CVCN can project the targets. In case the indicator does not have historic data provided by either the Colombian government or Fundación Corona (which are a small minority), CVCN should look for targets set on those indicators or similar by countries that are in the same level of development as Colombia.

See annex 10 for the full list of indicators and targets.

3. Implementation and Visualization

As mentioned at the beginning of this section, this part of the tool has two objectives: 1. Serve as an indicator tracking tool for each city, 2. Serve as a point of comparison among Colombian cities. The first objective will be fulfilled by tracking tool, and the second objective by a traffic light index system. In other words, the collected data must serve the key purpose of helping cities identify its strengths and areas of opportunity. For this, first, the data needs to be normalized in order to be comparable, and, second, be condensed in an index that allows an easy visualization.

Data Normalization

1. Input data for each indicator per city for the year that is being evaluated (baseline year is 2015)
2. Identify the best value and the worse value within the provided city data
3. Calculate the difference between the goal and the worse value
4. Calculate the normalized value of each indicator per city using the following formula.

$$= \frac{(City\ value - Worse\ city\ value)}{(Difference\ between\ goal\ and\ worse\ value)}$$

The assigned value can go from 0.01 to 1.

5. Calculate the geomean of all the indicators per goal per city.

It is important to note that, while working in excel, a .01 value needs to be given to the city with the worse score. Otherwise the user will get a null error. Furthermore, in the case there is a city without data, the recommendations is to also to manually input that city a .01 value and note that this is due to a lack of data.

Furthermore, as already discussed throughout the report, in order to mitigate the large disparities between the developed and developing cities in Colombia it is necessary to introduce



a city classification system that allows the grouping of cities among their peers using specific criteria. Based on this, Fundación Corona has proposed to use the classification used by the DNP (Figures 11.1 and 11.2), which looks at 5 dimensions in order to rank cities according to their development level.

| RCCV | Municipio | Población (Pob 2014) | DIMENSIÓN ECONOMICA | DIMENSIÓN CALIDAD DE VIDA | DIMENSIÓN AMBIENTAL | DIMENSIÓN SEGURIDAD | DIMENSIÓN INSTITUCIONAL | SUM | Tipología Municipal | Entorno de Desarrollo |
|---------------|--------------|----------------------|---------------------|---------------------------|---------------------|---------------------|-------------------------|------|---------------------|-----------------------|
| Medellín | MEDALLIN | 2441123 | 1 | 0.788438175 | 0.705004305 | 0.446714426 | 0.827517658 | 4.77 | A | robusto |
| Aburrá Sur | ITAGUI | 264775 | 0.87367568 | 0.902305107 | 0.729078777 | 0.499093489 | 0.603982497 | 4.39 | B | robusto |
| Barranquilla | BARRANQUILLA | 1212943 | 0.905240209 | 0.746580205 | 0.655951356 | 0.458664791 | 0.816511928 | 4.35 | A | robusto |
| Aburrá Sur | ENVIGADO | 217343 | 0.886461642 | 1 | 0.772998278 | 0.646753793 | 0.573575141 | 4.28 | B | robusto |
| Cartagena | CARTAGENA | 990179 | 0.914847259 | 0.709565958 | 0.594393026 | 0.630377184 | 0.753820354 | 4.13 | A | robusto |
| Sabana Centro | CAJICA | 55708 | 0.733754093 | 0.867752165 | 0.730574688 | 0.813837202 | 0.751577007 | 4.11 | B | robusto |
| Sabana Centro | CHIA | 123673 | 0.75419443 | 0.955507171 | 0.539281102 | 0.683192287 | 0.861389987 | 4.06 | B | robusto |
| Cali | CALI | 2344734 | 0.921438547 | 0.797952068 | 0.515863108 | 0.330175961 | 0.551008396 | 4.02 | A | robusto |
| Aburrá Sur | SABANETA | 51155 | 0.848150398 | 0.931777662 | 0.64037882 | 0.61975116 | 0.552007907 | 3.90 | B | robusto |
| Yumbo | YUMBO | 114427 | 0.865124161 | 0.720862719 | 0.584997848 | 0.49794924 | 0.988505619 | 3.89 | B | robusto |
| Sabana Centro | ZIPAQUIRA | 120312 | 0.682814726 | 0.814755211 | 0.592412828 | 0.725478434 | 0.81475723 | 3.86 | B | robusto |
| Manizales | MANIZALES | 394627 | 0.825189804 | 0.824773986 | 0.519823504 | 0.473862348 | 0.855959309 | 3.86 | B | robusto |
| Sabana Centro | SOPO | 26187 | 0.693535765 | 0.861409571 | 0.468187688 | 0.807548955 | 0.827040114 | 3.84 | B | robusto |
| Bucaramanga | BUCARAMANGA | 527451 | 0.938645933 | 0.836402076 | 0.391099871 | 0.549280075 | 0.633523611 | 3.83 | A | robusto |
| Sabana Centro | COTA | 24406 | 0.827108976 | 0.817942286 | 0.511988808 | 0.696425456 | 0.789947137 | 3.82 | B | robusto |
| Armenia | ARMENIA | 295143 | 0.626809432 | 0.770341269 | 0.565647869 | 0.614376763 | 0.76262716 | 3.74 | B | robusto |
| Sabana Centro | TENOJO | 19736 | 0.679085792 | 0.800508039 | 0.558770986 | 0.660882822 | 0.940107059 | 3.72 | B | robusto |
| Pasto | PASTO | 434486 | 0.769330901 | 0.717659867 | 0.616820921 | 0.511255809 | 0.739804984 | 3.70 | B | robusto |
| Ibagué | IBAGUE | 548209 | 0.824686665 | 0.76679131 | 0.591336634 | 0.425131872 | 0.709897384 | 3.70 | B | robusto |
| Aburrá Sur | LA ESTRELLA | 61365 | 0.746602527 | 0.855619192 | 0.537160999 | 0.590818597 | 0.739116432 | 3.70 | B | robusto |
| Pereira | PEREIRA | 467185 | 0.836859685 | 0.772171471 | 0.490055962 | 0.405409409 | 0.809526454 | 3.67 | B | robusto |
| Sabana Centro | TOCANCIPA | 31146 | 0.78789796 | 0.803158675 | 0.458534223 | 0.800937573 | 0.622851051 | 3.65 | B | robusto |
| Aburrá Sur | CALDAS | 76919 | 0.656215711 | 0.832315678 | 0.710944899 | 0.539885531 | 0.698980498 | 3.64 | B | robusto |
| Sabana Centro | COGUA | 21932 | 0.598397472 | 0.76008583 | 0.531188119 | 0.789472233 | 0.700568611 | 3.52 | B | robusto |
| Sabana Centro | GACHANCIPA | 14058 | 0.37785464 | 0.784067781 | 0.873740852 | 0.768802004 | 0.518635334 | 3.50 | B | robusto |
| Santa Marta | SANTA MARTA | 476385 | 0.768939533 | 0.67005885 | 0.57981059 | 0.306366461 | 0.777908578 | 3.47 | B | robusto |
| Buenaventura | BUENAVENTURA | 392054 | 0.728389916 | 0.530395544 | 0.704466207 | 0.372948661 | 0.673170894 | 3.29 | C | intermedio |
| Cúcuta | CUCUTA | 643666 | 0.824175022 | 0.659834966 | 0.490981489 | 0.319163084 | 0.481720048 | 3.19 | C | intermedio |
| Sabana Centro | TABIO | 26391 | 0.420223729 | 0.761710923 | 0.383932415 | 0.759173475 | 0.653536049 | 3.15 | C | intermedio |
| Quibdó | QUIBDO | 115517 | 0.669079607 | 0.470850886 | 0.801226862 | 0.354043932 | 0.476089467 | 3.04 | C | intermedio |
| Sabana Centro | NEMOCON | 13269 | 0.35027482 | 0.74247803 | 0.402173913 | 0.907103888 | 0.450157701 | 3.00 | D | intermedio |
| Riohacha | RIOHACHA | 250236 | 0.626780799 | 0.525930484 | 0.456080499 | 0.50603549 | 0.427857492 | 2.87 | D | intermedio |

Figure 11.1⁵⁶

| Groups | Cities |
|--------------|--|
| Group A (1) | Bogotá |
| Group B (5) | Medellín, Cali, Barranquilla, Cartagena, Bucaramanga AM |
| Group C (10) | Ibagué, Santa Marta, Pereira, Manizales, Armenia, Yumbo, Aburrá Sur (5)*, Pasto, Cúcuta, Sabana Centro (11)* |
| Group D (4) | Quibdó, Buenaventura y Riohacha |

Figure 11.2: Proposed classification by Fundación Corona from the cities of the CVCN according to the DNP Criteria

Data Visualization

1. SDG State per city: The user will select a city of choice and an SDG in order to visualize a spider web diagram of all the indicators included in that specific SDG (Figure 12).

⁵⁶ Carmona, C, Supelano, D, Osejo, I (2015), "Tipologías departamentales y municipales: una propuesta para comprender las entidades territoriales colombianas"; DNP-DDTS

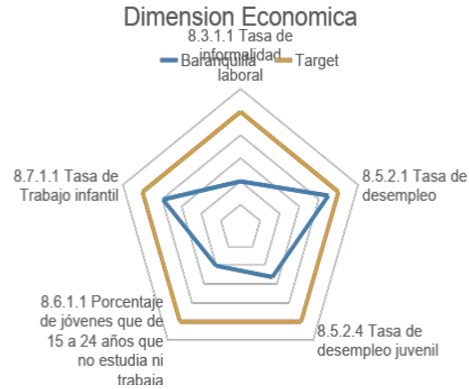


Figure 12

2. Development State per City: Besides measuring the state of each SDG per city, given that some SDGs have fewer indicators than others--particularly regarding environmental challenges--users will be able to group SDGs using the Stockholm Resilience Center-SDG classification system (Figure 12) in order to see the state each city are have in each one of the dimensions (Figure 13).

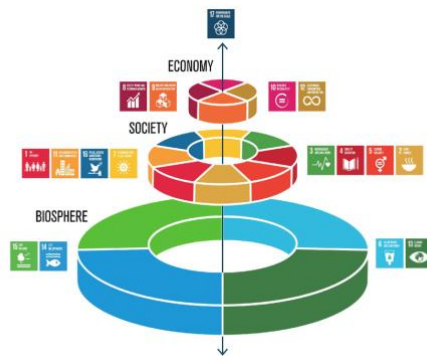


Figure 13

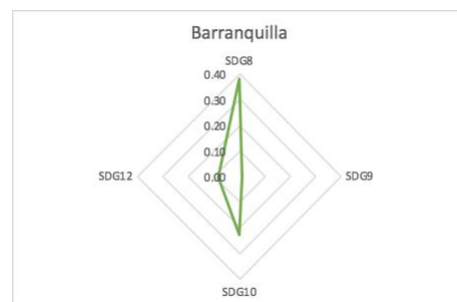


Figure 14

3. SDG Comparison Dashboard: the user will have the opportunity to select any two or more choices of cities, adding to a specific set of indicators to see a comparison amongst them. The idea is that government officials can use a city that is performing well as a point of reference and comparison for different SDG indicators, and assess their city performance based on this.



Below is the proposed visualization when comparing cities (Figure 14). Based on the score of the index the city will be painted in Green, Yellow, Orange or Red. Green = 1 to 0.76, Yellow = 0.75 to 0.51, Orange = 0.50 to 0.26, Red = 0.25 to 0.01.

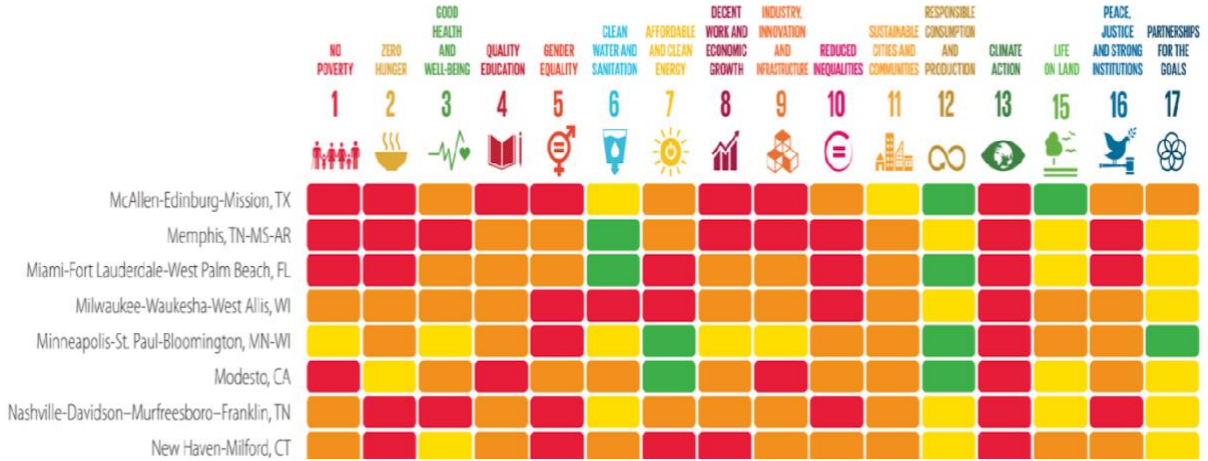


Figure 14

4. SDG Progress Chart: As the information is updated year by year, it will be possible to evaluate the progress of each city. For this, it is recommended to use the visualization tools similar to the ods.gov.co portal, where the historical trends and its distance from the goal of each department can be appreciated (Figures 15.1 and 15.2). The main difference will be that instead of department, it will show the information from the cities.

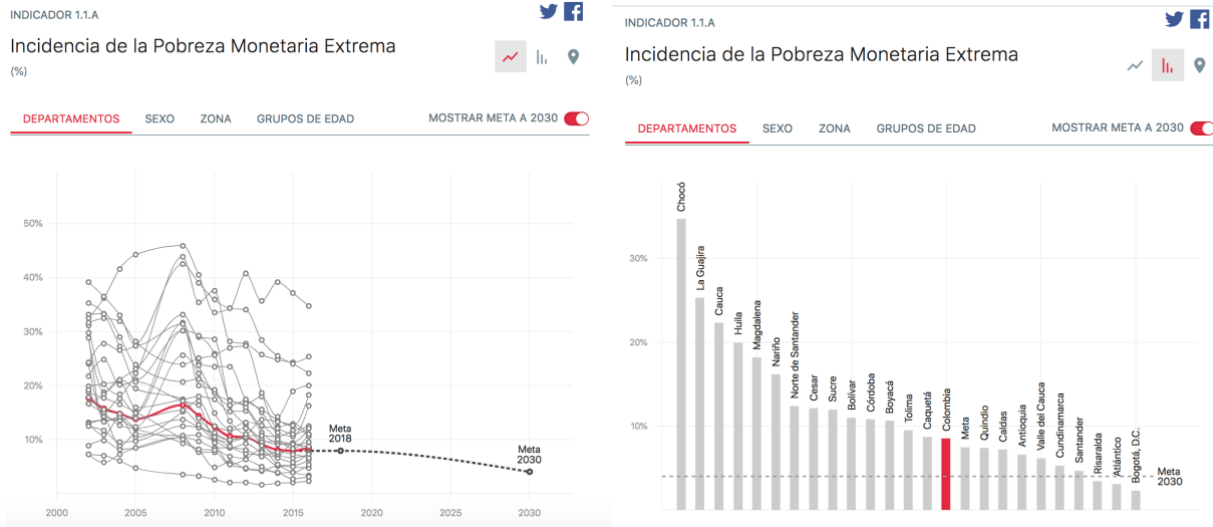


Figure 15.1 and 15.2

It is important to mention that, as can be seen in Annexes 8.1 and 8.2, the workshop survey included the aforementioned visualization models in order to ask the participants their opinion of the essence and likeness of the tool. The overwhelming majority was in favor of this visualization and in favor of cities being compared using normalized data.





Strengths, Weaknesses, and Lessons

Having an adaptable SDG localization framework will enable diverse cities to align their development plans with the SDGs. This project has the potential to become an important management tool for local governments to use not only in aligning their development plans with the 2030 Agenda but also measuring their progress toward achieving important goals. Because the tool accounts for differences in resources, capacity, and development level across the cities, it supports a framework that each of the municipalities can adapt to their local context. This will be the first time that such a comprehensive framework will be implemented at the local level in Colombia as part of a nationwide development strategy. This strategy will bring the international development agenda down to the local level, where it can have real influence.

This tool can ensure the sustainability of local development efforts beyond government turnover. This framework will be useful for both current and future political leaders and candidates at the municipal level as guidance for structuring their development plans and navigating the 2030 Agenda. Since the SDG framework works outside the limitation of cities having four-year development plans, leaders will be able to refer to the municipality's past performance and evaluate where they should invest effort and resources, and candidates will be able to frame their proposals based on the SDGs. In this way, the municipalities can be aligned with regional, national, and international development priorities. This strategic engagement is of extreme relevance for the success of the 2030 Agenda. Additionally, it will provide local governments with a tool to measure their progress, as well as enable civil society to monitor the progress of cities towards the 2030 Agenda. Consequently, this will strengthen Colombian local institutions by providing a higher level of transparency and continuity.

The public sector, private sector, and civil society have expressed interest in localizing the SDGs. In Colombia and across the CVCN municipalities, there is demonstrated interest from the public and private sectors and civil society to implement the 2030 Agenda at the local level. Their experience with the MDGs was positive and there is a strong interest in pursuing the SDGs more actively. This tool is an opportunity for all sectors to collaborate on building sustainable development solutions to address key challenges facing Colombia.

Introducing a new SDG monitoring tool for local governments requires resources and capacity. To successfully collect and compile reliable data from all participating municipalities, maintain an updated baseline, and disseminate information and results consistently and regularly, moderate capacity of the managing institution is required. As a result, the project relies on a centralized institution to collect and update the data and manage the list of prioritized indicators. In addition, the tool requires local leader buy-in through raising awareness and framing the SDGs as a relevant development issue across sectors, all of which requires time and resources. At this point in time, Fundación Corona will take on this responsibility as the centralized institution in charge of managing the project and engaging civil society while exploring opportunities for another organization with a high level of resources and capacity to undertake the management of the tools and framework in the future.



Local level data for many indicators is still not available or accessible. While many of the selected indicators for this project were prioritized by CVCN cities, the current level of data availability at the local level is limited, creating a challenge for actually tracking those indicators. As a result, not all indicators can currently be measured or are using data that is not the most up to date. To address this weakness, a first set of mandatory indicators has been developed and prioritized, with a set of aspirational indicators that will be used in the second phase of the project when data capacity can be increased.



Next Steps

With the new tools completed, Fundación Corona will request the final approval from the City Mayor and other high-level political figures in order to consolidate the project, and finally run a test to see what the progress of the CVCN municipalities has been in regard to SDG implementation. The main objective of this will be to provide incumbent and incoming politicians with information on what main challenges and opportunities each territory has, and which should be taken into consideration for subsequent administrations.

Additionally, Fundación Corona will develop a third component of the tool that showcases the work that each of the consulted stakeholders is doing in relation to SDG localization. This will foster further cooperation among different actors by promoting a better understanding of how they can complement each other's efforts. This will help to consolidate the role of Fundación Corona as the national hub and regional reference point for SDG localization.

SDSN MICRO GRANT

Finally, in March 2018, the SIPA team submitted an application to SDSN's Local Data Action Micro Grant Initiative, established to promote replicable technical solutions for sub-national SDG monitoring that facilitate local action.⁵⁷ Given that this project is focused on city-level monitoring and evaluation of the SDGs, this was a unique opportunity to bolster the project and seek funding to be able to support Fundación Corona in scaling up the project to a more intricate digital platform to be used by the municipalities. In April 2018, the project was selected to receive a micro-grant of \$10,000 from the SDSN. The resources will be utilized to strengthen the digital platform of Fundación Corona in order to make the information accessible to the public. In order to determine next steps, Fundación Corona and the SIPA team had a phone conference with SDSN at the end of April. The initial next steps were laid out as the following: 1) Establish a point of contact at Fundación Corona to manage the grant; 2) Refine the scope of work to be covered by the grant; 3) Develop a workplan for project implementation; and 4) Draft a case study to be published on the SDSN website. The SIPA team helped to facilitate these initial steps as the project transitions to being primarily managed by Fundación Corona. In late 2018 and over the course of the project, the team will publish through SDSN a learning brief to explain the methodology behind the project, including a blueprint for other cities and organizations to use as a resource and scalable model for SDG localization. Information about these next steps will be shared via the LDA-SI and SDSN websites, and via social media. In addition to the initial announcement of the grant winners,⁵⁸ Fundación Corona and the SIPA team continue to actively look for fora where the project can be presented, such as the SDSN Annual Conference and the 2018 High Level Political Forum.

⁵⁷ For more information, see: <http://unsdsn.org/what-we-do/solution-initiatives/sdg-local-data-action/>

⁵⁸ For SDSN's announcement, see: <http://unsdsn.org/news/2018/05/01/learning-to-localize/>



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Annex 1: Brazil, Mandala

ODS Indicators Process

1. Grouping of Municipalities

The National Confederation of Municipalities used the following indicators to propose a grouping of Municipalities for the Mandala ODS:

- Population mean;
- Net Current Revenue (RCL) per capita;
- Population in extreme poverty
- Municipal Human Development Index (HDI).

Before executing the classification method, the capitals were excluded to form a separate group. Then, the variables undergo a transformation in order to form main components, which are standardized indices that combine the variables into mutually independent factors. This type of transformation is useful to avoid having certain variable with a "weight" greater than the others in the calculation of similarity between the municipalities.

After this transformation, an ideal number of clusters or groups of municipalities was defined. To define this quantity, simulations were performed with different numbers of groups. In each cluster, the total variability within the groups was calculated, which should be low in an optimal clustering, meaning, therefore, that the classification creates homogeneous groups.

1.2 The groups of municipalities

- The outcome of the previous analysis created 6 groups of municipalities (clusters), they are:
- Capitals: cluster 0, formed by capitals;
- Group 1: formed by the municipalities of cluster 1;
- Group 2: formed by the municipalities of cluster 4;
- Group 3: formed by the municipalities of clusters 2 and 3 with low HDI and less than 50,000 inhabitants;
- Group 4: formed by the municipalities of clusters 2 and 3 with low HDI and more than 50,000 inhabitants;
- Group 5: formed by the municipalities of cluster 5 with high HDI and less than 50,000 inhabitants;
- Group 6: formed by the municipalities of cluster 5 with high HDI and more than 50,000 inhabitants.

The results are detailed in the following table:



| Cluster | Municípios | IDHM | Média da população | Receita total per capita | % na extrema pobreza |
|----------|------------|------|--------------------|--------------------------|----------------------|
| Capitais | 27 | 0,78 | 1.667.956 | 1.809,28 | 2,69 |
| Grupo 1 | 167 | 0,75 | 215.631 | 1.840,13 | 2,33 |
| Grupo 2 | 25 | 0,78 | 607.403 | 2.475,15 | 1,48 |
| Grupo 3 | 2.591 | 0,6 | 13.316 | 1.613,99 | 20,92 |
| Grupo 4 | 120 | 0,62 | 70.519 | 1.125,11 | 17,5 |
| Grupo 5 | 2.390 | 0,71 | 12.096 | 2.267,81 | 2,39 |
| Grupo 6 | 249 | 0,73 | 79.383 | 1.478,45 | 2,67 |

Figure A.1⁵⁹

2. Establishment of indicators and criteria: the structure of indicators and the criteria that indicate the parameters to define the values referring to the maximum level (1) and the minimum level (0), as well as the method of distribution of the municipalities according to category or grouping are defined by the team of specialists in the theme, formed by CNM technicians.

3. Data collection: the collection is carried out in secondary sources, that is, the data are collected from the database of the institutions producing official information, with the exception of the indicator related to Participation in Public Consortia, since, in this case, the research is carried out by CNM itself (primary research).

The data collected for the publication of the values in the ODS Mandala refer to the last value published by the source institution during the data collection period.

4. Data processing: the data processing consists of the formatting of the worksheets aiming at the standardization of the data according to the format of import of the values and calculation of the values of the maximum and minimum parameters of each indicator, following the criteria defined in the methodology.

5. Systematization: this stage refers to the registration of the indicators and the updating of the *Ciudades* base values, as well as the structuring and registration of the parameters referring to the year of publication established in the methodology and determined by the data processing team.

⁵⁹ Infographic subtracted from the Brazilian Municipal Performance Mandala official website on February 15, 2018 (<http://www.ods.cnm.org.br/mandala-municipal>)



6. Validation: After the systematization of the indicators that make up the Mandala ODS, an audit is performed on the results in order to check the values and correct the process distortions and errors.

7. Publication of the ODS Mandala: this step consists in publishing the Mandala ODS on the Internet and initiating the process of dissemination of the system through the technical and political areas of the CNM.

Methodology

Methodology

The four dimensions of the principal themes of municipal public policies:

1. Institutional: It reveals the institutional capacities of municipal management and its transparency for the application of public policies and the 2030 Agenda.

- Indicators:
 - Index of transparency of municipal governments
 - Index of fiscal balance
 - Operative expenditure
 - Personnel expenditure
 - Participation in intermunicipal public consortiums
- Observations:
 - Is there financial capacity to implement the SDGs?
 - Is there enough institutional capacity in the municipality to implement the SDGs?
 - Is there a municipal capacity to carry out partnerships with organizations for the implementation of the SDGs?

| Quadrante | Nº de Indicadores | Nome | Fonte | Sigla | Ano Base |
|---------------|-------------------|---|-------------------------------------|--------------|----------|
| Institucional | 5 | Gasto com Pessoal | Finanças do Brasil | FINBRA - SIN | 2015 |
| | | Índice de Equilíbrio Fiscal | Finanças do Brasil | FINBRA - SIN | 2015 |
| | | Custo da Máquina | Finanças do Brasil | FINBRA - SIN | 2015 |
| | | Participação em Consórcios Públicos Intermunicipais | Confederação Nacional de Municípios | CNM | 2015 |
| | | Índice de Transparência de Governos Municipais | Ministério Público | MPF | 2016 |



2. Economical: This dimension seeks to analyze the degree of economic growth of the municipality and if that growth resulted in income-reaching opportunities for the population. It also aims to have clues about the municipality's competitiveness.

- Indicators:
 - Municipal IPB per capita
 - Average salary of employees
 - Number of formal jobs/Economically active population
 - Internet access index
 - Creation of business/Business growth
 - Number of export companies in the municipality
- Observations
 - Is there economic growth translated into income for all?
 - Is the most vulnerable population accessing to economic growth?
 - Does the economy grow in industries that create added value?
 - Does local economy competes with the international market?
 - Is there decent work for everyone?
 - All people have opportunities to achieve high levels of income? (Men and women / different ethnicities)

| | | | | | |
|-----------|---|--|---|---------------|------|
| Econômico | 6 | PIB per capita municipal | IBGE e Número de habitantes com estimativa populacional utilizada pelo TCU para determinação das cotas do FPM. | IBGE | 2015 |
| | | Remuneração média dos empregos | Ministério do Trabalho e Emprego (Rais) | RAIS - MTE | 2015 |
| | | Evolução dos estabelecimentos empresariais | Ministério do Trabalho e Emprego (Rais) | RAIS - MTE | 2015 |
| | | Empresas exportadoras do município | MDIC e RAIS (MTE). | MDIC | 2015 |
| | | Índice de acesso à internet rápida | Anatel e IBGE número de habitantes com estimativa populacional utilizada pelo TCU para determinação das cotas do FPM. | ANATEL - IBGE | 2016 |
| | | Evolução dos Empregos Formais | Ministério do Trabalho e Emprego (Rais) | MTE - RAIS | 2015 |

3. Social: It contemplates the great issues of social development, such as: poverty, nutrition, health, education, citizen security.

- Indicators:



- Percentage of people living in extreme poverty
- Infant mortality rate
- Average birth weight
- Index of access to water
- Adequate learning index
- School dropout rate
- Index of deaths due to alcohol or drug abuse
- Homicide rate per 100,000 inhabitants

- Observations
 - Is there food security?
 - Do all receive basic medical services?
 - Do inhabitants have long and healthy lives?
 - Can everyone drink water and stay clean without getting sick?
 - Do people feel safe?
 - Are there threats against your personal physical integrity?
 - Do people have access to education to improve their lives?



| | | | | | |
|--------|----|--|--|------------------|------|
| Social | 13 | Proporção de pessoas vivendo em extrema pobreza | CadUnico e IBGE. | CadUnico e IBGE. | 2016 |
| | | Taxa de mortalidade infantil | Ministério da Saúde | DATASUS | 2014 |
| | | Baixo peso ao Nascer - Desnutrição | Ministério da Saúde | SINASC/DATASUS | 2014 |
| | | Índice de aprendizado adequado até 5o ano Matemática | Ministério da Educação | INEP/MEC | 2015 |
| | | Índice de aprendizado adequado até 5o ano Português | Ministério da Educação | INEP/MEC | 2015 |
| | | Índice de aprendizado adequado até 9o ano Matemática | Ministério da Educação | INEP/MEC | 2015 |
| | | Índice de aprendizado adequado até 9o ano Português | Ministério da Educação | INEP/MEC | 2015 |
| | | Taxa de abandono escolar - anos iniciais | Ministério da Educação | INEP/MEC | 2015 |
| | | Taxa de abandono escolar - anos finais | Ministério da Educação | INEP/MEC | 2016 |
| | | Índice de mortes por abuso de álcool e outras drogas | Ministério da Saúde | SIM/DATASUS | 2014 |
| | | Taxa de Homicídios por 100 mil habitantes | Ministério da Saúde/IBGE | DataSUS e IBGE. | 2014 |
| | | Taxa de homicídio de mulheres | Sistema de Informações sobre Mortalidade - SIMbr | MS /SVS/CGIAE | 2015 |
| | | Taxa de óbitos maternos | Sistema de Informações sobre Mortalidade - SIM | MS /SVS/CGIAE | 2015 |

4. Environment: Indicators that measure environmental management systems, such as measures to prevent natural disasters and situations that put the population at risk.

- Indicators:
 - Index of losses in urban water distribution
 - Index of people with water and drainage
 - Sewage treatment index
 - Household waste collection coverage
 - Participation in environmental conservation policies



- Observations
 - Municipalities are using natural resources to make them available for future generations
 - Sewage collected and treated
 - There is waste of water in its distribution
 - Solid waste has a proper treatment and destination.

| | | | | | |
|-----------|---|--|---|--------|------|
| Ambiental | 4 | Participação em políticas de Conservação Ambiental | Instituto Chico Mendes de Conservação da Biodiversidade | ICMBIO | 2015 |
| | | Índice de perdas na distribuição de água urbana | Sistema Nacional de Informações sobre Saneamento | SNIS | 2015 |
| | | Índice de tratamento de esgoto - urbano | Sistema Nacional de Informações sobre Saneamento | SNIS | 2015 |
| | | Taxa de cobertura de coleta de resíduos domiciliares urbanos | Sistema Nacional de Informações sobre Saneamento | SNIS | 2015 |

Examples of results from the municipality of Juazeiro, Bahia





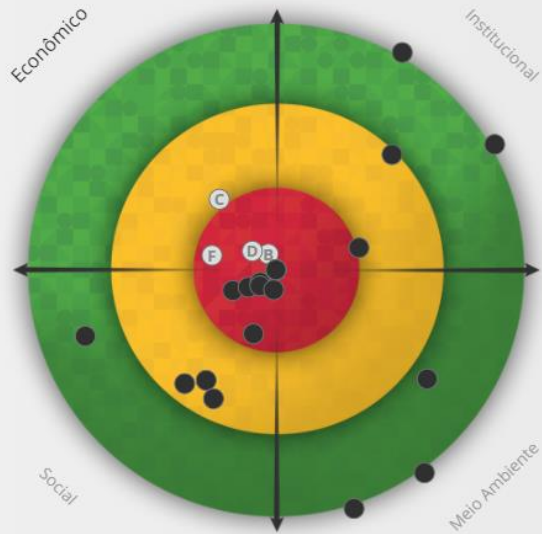
▶ INSTITUCIONAL +

▼ ECONÔMICO +

- A PIB per capita municipal
- B Remuneração média dos empregos
- C Evolução dos estabelecimentos empresariais
- D Empresas Exportadoras do Município
- E Índice de acesso à internet rápida
- F Evolução dos Empregos Formais

▶ SOCIAL +

▶ MEIO AMBIENTE +



▶ INSTITUCIONAL +

▶ ECONÔMICO +

▼ SOCIAL +

- A Proporção de pessoas vivendo em extrema pobreza
- B Taxa de Mortalidade Infantil
- C Baixo peso ao nascer - Desnutrição
- D Índice de aprendizado adequado até 5o ano - Matemática
- E Índice de aprendizado adequado até 5o ano - Portugues
- F Índice de aprendizado adequado até 9o ano - Matemática
- G Índice de aprendizado adequado até 9o ano - Português
- H Taxa de abandono escolar - anos iniciais
- I Taxa de abandono escolar - anos finais
- J Índice de mortes por abuso de álcool e outras drogas
- K Taxa de Homicídios por 100 mil habitantes
- L Taxa de homicídio de mulheres
- M Taxa de óbitos maternos





▶ INSTITUCIONAL +

▶ ECONÔMICO +

▶ SOCIAL +

▼ MEIO AMBIENTE +

- A Participação em políticas de Conservação Ambiental
- B Índice de perdas na distribuição de água urbana
- C Índice de tratamento de esgoto - urbano
- D Taxa de cobertura de coleta de resíduos domiciliares urbanos





Annex 2: Switzerland, Cercle Indicateurs

Methodology

As part of the national network of the Cercle Indicateurs, three priority areas for sustainable development were defined: society, economy, and environment. For each area, a central indicator was chosen for counties and another for cities, recognizing context-specific situations, thus the indicators only cover one aspect of each priority area. However, choosing a reduced number of topic areas and indicators enables a more rapid overview of development progress and simplifies communication. The indicator system is built to correspond with the criteria of public statistics, and is updated based on the availability of data.

In order to compare indicators that use different units of measurement in a “Strength-Weakness” profile, the Cercle Indicateurs were uniformized by calculating a utility value. The MONET indicator system for Switzerland identified five types of indicators: 1) the degree of meeting needs (level); 2) the state and the potential of resources (capital); 3) capital appreciation and depreciation (input/output); 4) efficiency and disparities (structural criteria); and 5) measures taken (responses).⁶⁰ The MONET system used as part of the Cercle Indicateurs asks four key questions and includes 17 indicators for measuring progress:

- 1) Meeting needs - what is our quality of life today?
Indicators: health, earnings, security, unemployment
- 2) Solidarity - how are resources distributed?
Indicators: poverty, development assistance, equality
- 3) Preservation of capital - what will we leave to our children?
Indicators: reading skills of young people, public debt, investments, innovation and technology, biodiversity, built-up areas
- 4) Decoupling - is our resource utilization rational?
Indicators: haulage, transport of persons, energy consumption, material consumption

The system has been optimized to include 12 themes that each contain a set of indicators, as indicated below.⁶¹

Society: This area looks at noise, quality of housing, mobility, health, security, division of revenue, participation, culture and leisure, training, social aid, integration, equal opportunities, and interregional solidarity using the following indicators.

- Living Conditions
 - Equivalent disposable income

⁶⁰ Swiss Federal Office of Statistics. (2016). Aspects méthodologiques. Schweizerische Eidgenossenschaft. <https://www.bfs.admin.ch/bfs/fr/home/statistiques/developpement-durable/monet/aspects-methodologiques.html>

⁶¹ Swiss Federal Office of Statistics. (2016). Tous les indicateurs selon les thèmes. Schweizerische Eidgenossenschaft. <https://www.bfs.admin.ch/bfs/fr/home/statistiques/developpement-durable/monet/tous-selon-themes.html>



- Poverty rate
- Housing costs
- Perception of the environment and housing
- Satisfaction in life
- Suicide rate
- Violence offenses

Health

- Life expectancy in good health
- Attitude to health: physical activity
- Renunciation of care for financial reasons
- Risky alcohol consumption

Social Cohesion

- Volunteer work
- Share of women in the National Council in the county parliaments
- People with at least one trusted person
- Participation in federal elections and popular votes
- Language practices: plurilingualism
- Young people leaving school prematurely according to migration status
- Disparities of financial capacities of the counties
- Female victims of serious violence
- Total expenditure on social protection

International Collaboration

- Official development assistance
- Multilateral treaties
- Free imports from developing countries
- Direct investment in developing countries
- Funds sent by migrants

Training and Culture

- Reading skills of 15-year-olds
- Level of training of the population
- Participation in continuing education activities
- Participation in cultural activities
- Internet skills

Economy: This area looks at revenue, cost of living, the job market, investments, real costs, efficient use of resources, innovations, economic system, know-how, public finances, taxes, and production using the following indicators:

Employment

- ILO unemployment rate
- Youth unemployment rate according to ILO
- Poverty of the employed
- Salary disparities by gender
- Work situation by gender
- Total load of professional and domestic work



- Participation of disabled people in labor market

Economic System

- Share of investments of GDP
- Work productivity
- Public debt
- Environmental taxation
- Jobs in innovative industries

Research and Technology

- Patent applications filed
- Share of students in MINT domains⁶²
- Number of researchers
- Expenditures on research and development

Environment: This area looks at biodiversity, nature and landscape, quality of energy, energy consumption, climate, material consumption, water system, water quality, land use, land quality, and air quality using the following indicators:

Energy and Climate

- Final energy consumption
- Energy dependence
- Renewable energies
- Intensity of greenhouse gases
- Emissions of greenhouse gases
- Carbon footprint

Natural Resources

- Area of habitat and infrastructure
- Fragmentation of the landscape
- Arable land
- Concentration of fine particles
- Ozone concentrations
- Concentration of phosphorus in lakes
- Breeding bird population
- Ecological quality of the forest

Production and Consumption

- Material footprint
- Material intensity
- Consumption of organic products
- Urban waste
- Waste recovery rate
- Nitrogen balance of agriculture
- Material footprint of imports

Mobility and Transport

- Final energy consumption for transport

⁶² Mathematics, Computer Science, Natural Sciences, Technology



- Modal split of passenger transport
- Modal split of freight transport
- Intensity of freight transport
- External costs of transport
- Average distance to next public transit stop



Annex 3: Team meeting schedule

| Cronograma/ Equipo SIPA | Mar-08 | Mar-09 | | | Mar-12 | Mar-13 | Mar-14 | Mar-15 | Mar-16 | Mar-17 | Mar-18 |
|----------------------------|--|---|---|---|---|---|--|---|--|--------|---------|
| | JUEVES | Viernes | Sabado | Domingo | Lunes | Martes | Miércoles | Jueves | Viernes | Sábado | DOMINGO |
| DIEGO Bogota y Medellín | LLEGADA BOGOTÁ 12:00 pm El Dorado AV123 | 7.30am Pre-meeting review session in FC | | | 8:30 am - Logistics arrangements with FC | 6 am - Viaje a Manizales (Lia y Lucia) 2 pm - @CEPEI (Coordinador área de Datos) | BOGOTÁ 8 am - Mesa Técnica 2 pm - Mesa Academia y Sociedad Civil Salida a Med: 7:35 pm | MEDELLÍN 8-10:30 am - Mesa técnica 2 - 4:30 pm - Mesa Antioquia Sostenible | VALLE DE ABURRA 9 am - Mesa técnica (5 municipios) Regreso a Bog: 3 pm | | |
| | | Translado Hotel | 8:30 am Inicio: Profesor Ocampo | | | | | | | | LIBRE |
| SARAH Cali y Cartagena | | 10:00 am Taller logística | | | 11:00 am - @Revista Semana (Carolina Urrutia) | CALI 8 am - Mesa técnica 10 am - Mesa sector privado 6:30 pm - Viaje a Cartagena | CARTAGENA 8:30 - 10:30 am Mesa técnica Mesa 2: Por definir | 8:00 am - @Consejo Priv. Comp. (Helena Garcia) 10:00 am - @UnianDES ODS (Joaquín Caraballo y Ximena Puerta) 11:00 am - @ANDI (Isabella Barrios) | 8:00 am - Angela Lopez (DANE) 10:00am- Juan Felipe Quintero (Alta Consejería) 10:00 am - @C40 (Manuel F. Olivera) | | |
| JORGE Cali y Cartagena | | | Interview prep- researched organization Workshop Planning | interview questionnaire development and workshop practice | 1:00 pm - WWF (Ximena Barrera) | | | | | | |
| LUCIA Bogotá y Medellín | Checkin in and Country Logistics | | | | 3:00 pm - Sistema de Ciudades (José Salazar) | MANIZALES Llegada: 7 am 10 am - Mesa técnica Salida: 3 pm | QUIBDÓ 9 am - Mesa 1 Técnica 2 pm - Mesa 2 Sector privado | 5:00 pm -Alejandro Caceres (PNUD) | 2:00 pm - @BID (Ramiro López, Roberto Esmeral) | | |
| LIA Manizales y Quibdó | 6:00pm call with FC | | | | 4:00 pm - Viaje a Cali (Sarah y Jorge) 5:00 pm - TerriData (Natalie Gómez) | Llegada a Quibdó: 8:30 pm | Regreso a Bogotá: 8 pm | | 3:00 pm - Misión de Crecimiento Verde (Hernando José Gómez) | LIBRE | |



Annex 4: Survey questionnaire (in Spanish)

Public Sector [[LINK](#)]

Private Sector [[LINK](#)]

For full survey results, please see separate Annex 4 document.



Annex 5: Workshop Guides for the Public and Private Sectors (in Spanish)

GUÍA PARA MESA DE TRABAJO - SECTOR PÚBLICO

Plan de Mesa de trabajo

Abrir la presentación

INTRODUCCIÓN (8 min)

- Red Cómo Vamos - Ciudad huésped da la bienvenida (Pendiente archivo equipos RCCV)
- **Introducción del equipo de trabajo:** equipo de la Universidad de Columbia en Nueva York. Presentarnos (menos de 1.5 min).
- **Motivar que cada uno se presente.** Mencionen nombre, el trabajo que realiza. [Anotar los nombres en un diagrama de ubicación]
- **Presentar el proyecto.** Fundación Corona en conjunto con la Red Cómo Vamos y con apoyo de la Universidad de Columbia están elaborando una herramienta que permitirá a las ciudades establecer metas y medir su progreso en relación a los objetivos de desarrollo sostenible y tomar acciones para mejorar el estado de su ciudad.

El proyecto:

Somos un equipo de la Universidad de Columbia en Nueva York haciendo un proyecto de consultoría para la Fundación Corona y la Red Cómo Vamos en el cual buscamos ayudarlos a poder medir y comparar el progreso de las ciudades en alinearse a la Agenda 2030. Sabemos que cada ciudad está en una situación distinta y queremos poder interpretar la situación de cada uno en esta herramienta que estamos creando para hacer la medición.

Esta es una iniciativa de la sociedad civil que busca incentivar el sentido de pertenencia y apropiación de los ODS en las municipalidades, así como el uso de esta herramienta por parte del sector público, sector privado y sociedad civil, para poder medir sus logros y de la misma forma que las buenas prácticas sean compartidas con los demás.

- Comunicar que la reunión no es para evaluarlos sino para obtener su **“feedback”**. La idea principal es poder obtener su opinión acerca de la herramienta que hemos armado y necesitamos su opinión certera y honesta.
- Indicar que está en proceso de elaboración y que **no es la versión final**.



- Solicitar si podemos tomar notas y grabar la reunión (solo audio). Explicar que sera solo para poder escucharla después y que no se nos pase ningún detalle importante que conversamos en la reunión

Algunas reglas básicas son:

1. Escucharnos los unos a los otros y hablar uno por uno.
2. Respetar las opiniones de los demás
3. Evitar usar el teléfono
4. Comentarios concisos y precisos, sin embargo cualquier comentario adicional pueden hacérselo al final de la reunión o a través de nuestros correos electrónicos.

Revisar el proyecto y objetivos:

Objetivos:

- (i) Conocer sobre su trabajo de planeamiento y definición de metas para la ciudad
- (ii) Discutir la relevancia de los ODS para el progreso de las ciudades, la oportunidades y limitantes que estas plantean.
- (iii) Obtener su opinión sobre la propuesta de herramienta para el seguimiento del progreso de los ODS

Estructura del taller:

El taller de hoy tendra una duracion de 2 horas en total, y estará estructurado de la siguiente manera:

- Parte I: Marco de planificación que utilizan actualmente (25 minutos)
- Parte II: Localización de los ODS (20 minutos)
- Parte III: Avance en el desempeño de los ODS (30 minutos)
- Parte IV: Retroalimentación sobre la herramienta (20 minutos)
- Parte V: Encuesta final (10 minutos)

Antes de comenzar:

¿Qué preguntas tienen antes de empezar?

Introducir la dinámica Positivo/negativo/interesante:

Cada uno en su sitio tiene una hoja con tres espacios: Positivo, Negativo e Interesante
La idea es que durante estas dos horas, cuando tengan alguna idea relacionada a la herramienta, tomen un post-it y la guarden en su hoja para conversarla al final del taller
Pueden clasificar sus ideas según el siguiente criterio:

1. Positivo: algo que consideran positivo de la herramienta
2. Negativo: algo que consideran negativo de la herramienta



3. Interesante: algún punto que no necesariamente consideran positivo o negativo, pero que les parece relevante de discutir, o ideas que pueden ser investigadas más a fondo

I. PARTE I: ENTENDER EL CONTEXTO - ESTADO DE LA SITUACIÓN EN CADA CIUDAD (25 minutos)

Dinámica: Estilo focus group. Hacer las preguntas y abrir la mesa a quienes quieran contribuir. Si alguna persona está dominando la conversación, darle oportunidad a otros (cold call). Si alguna persona no está participando (cold call). Ejm. Diego y tu que piensas sobre ese tema?

1. Determinación de metas
 - i. Entendemos que el trabajo está basado en los planes de desarrollo y los POT que se determinan cada 4/12 años.
 - ii. ¿Cuál es el proceso que siguen para determinar las metas para su ciudad?
 - iii. ¿Tienen alguna alineación con las metas nacionales / regionales / Internacionales?
2. Proceso de Planeación - Determinación de indicadores
 - i. ¿Cómo determinan los indicadores que tomarán en cuenta para medir?
 - ii. ¿Existe una revisión de indicadores periódica? ¿Cada cuánto? Y si existe, ¿cómo es el proceso?
 - iii. ¿Qué están midiendo hoy? ¿Qué indicadores consideran muy importante de medir / cuáles no tanto?
 - iv. ¿Cuáles indicadores les gustaría medir, pero no poseen la capacidad?
3. Monitoreo y Evaluación
 - i. ¿Cómo es el proceso de seguimiento y evaluación del desempeño?
 - ii. ¿Quién/quienes participan de este proceso?
 - iii. ¿Quién/quienes son responsables principales?
 - iv. ¿Cómo se obtiene la información para medir el progreso?
 - v. ¿Cómo se valida que la información sea certera / correcta?
 - vi. ¿Existen instancias establecidas donde se revisan las metas e indicadores periódicamente?
 - vii. ¿Existe algún auditor de la información? Ejemplo (DANE, DNP, Gob. Nacional)
 - viii. ¿Existe algún incentivo por metas logradas? (interno / regional / nacional)

Comentarios

Algo más que agregar?

Nos van a disculpar, pero por limitaciones de tiempo debemos seguir adelante con el taller.

ESTADO DE LOCALIZACIÓN DE LOS ODS (25 minutos)



Presentar: (2.5 minutos)

1. Qué son los ODS (Repartir Documento)
2. Cómo funcionan en Colombia
 - a. Gobierno Colombia adoptó la agenda 2030 (adopto en el 2016) Las adopto a su plan de desarrollo, plan de paz, cambio climático (INDC), entrada a la OCDE.
 - b. Hizo un diagnostico relación de ODS y Gobiernos Regionales (análisis de planes de desarrollo)
 - c. Y luego hizo un gap análisis y estableció metas nacionales y por region-COMPES
3. Objetivo de la herramienta: localizar los ODS

¿Qué son los **ODS**?

Un conjunto de objetivos globales para erradicar la pobreza, proteger el planeta y asegurar la prosperidad para todos como parte de una nueva agenda de desarrollo sostenible. Cada objetivo tiene metas específicas que deben alcanzarse en los próximos 12 años.



¿Cómo funcionan **en Colombia**?

1. Explicar la primera parte de la herramienta que es: (2.5 minutos)
Evaluar el grado en el que se encuentra cada municipalidad.
¿CÓMO FUNCIONA LA HERRAMIENTA?

PARTE II. ESTADO DE LOCALIZACIÓN DE LOS ODS

¿Por Qué necesitamos evaluar el estado de localización?
¿Cómo funciona la herramienta?



A Estado de Localización de los ODS
Evaluar en qué estado de implementación de la localización de los ODS se encuentra cada ciudad, de acuerdo a las 5 etapas del proceso:
(i) Concienciación
(ii) Diagnóstico
(iii) Estrategias y planes
(iv) Monitoreo y Evaluación
(v) Acción

B Progreso de las ciudades en los ODS
Medir el grado de avance de las ciudades frente a los objetivos de los ODS de manera individual y en perspectiva
Desempeño por ciudad
Índice comparativo entre ciudades

Para ello, la ONU ha desagregado los estados en 5 etapas:

1. Concientización
2. Diagnóstico
3. Alineamiento con las estrategias
4. Monitoreo y Evaluación



5. Acción

2. Separar a los participantes en 5 grupos. Hacer un whip-around contando, y así se arman los grupos.
3. Colgar los papelógrafos en la pared y separar al grupo en 2 o 3 y asignarles ciertos temas. La idea es que un grupo de 3 esté en el (1) y (2), un grupo de 2 en el (3) y otro en el (4) y (5).
4. Cada tema, además, tiene ejemplos prácticos y exitosos de ciudades.
5. Cada grupo tendrá 8 minutos para conversar acerca de lo siguiente:
 - a. Reflexionar ¿Cuál crees que es el estado de tu ciudad en este tema? Avanzado, integrado, en inicios, aún por empezar. No hay respuesta correcta.
 - b. Qué documento/ejemplo/información proveerán para demostrar que la ciudad ha cumplido con ese tema
6. Debrief de lo hecho en cada grupo (8 minutos)

Ejemplo de lo que debe ir en cartulina

| | Ejemplo práctico | Cual crees que es el estado de tu ciudad en este tema? | Qué documento/ejemplo/información proveerían para demostrar que la ciudad ha cumplido con ese tema |
|---|---|--|--|
| | GENERANDO CONCIENCIA | | |
| | Inclusion de los ODS en la gestion de los Gobiernos Municipales | | |
| 1 | Generando Conciencia Ciudadana | | |

II. AVANCE DE LAS CIUDADES EN LOS ODS (30 minutos)

1. Explicar la segunda parte de la herramienta. Mencionar que esta a su vez consta de dos partes: (i) Evaluar el desempeño de cada ciudad en cuanto a los ODS y los



targets definidos, para que la ciudad pueda tomar acciones concretas en base a esa información, (ii) Índice para comparación entre las ciudades

2. Enseñar la propuesta de visualización:



Desempeño por ciudad

Utilizando la data por ciudad y comparándola con el target establecido

- Consideración: Los targets deberán establecerse en base a las prioridades y metas locales

33

Índice comparativo entre ciudades

34

3. Actividad: Creación de indicadores para medir las ODS. La mesa se divide en dos grupos, a cada quien se le entrega dos papelógrafos, post-its, plumones, y las tarjetas de cada ODS. Grupo 1 trabaja ODS 1-7, Grupo 2 trabaja ODS 8-17.

- a. Nota: En base a la audiencia determinar si es necesario que un facilitador acompañe a algún grupo para enfocar la conversación en el proceso que siguen para determinar indicadores/metas/información y el racional para ello



4. Indicaciones:
 - a. En el papelografo que les daremos, para cada ODS deberán definir 4 puntos: Indicadores, Metas, Racional, Informacion
 - b. Para cada ODS el grupo deberá definir cómo medirían el desempeño en cada ODS. Definir los indicadores que consideran relevantes para medir ese objetivo en particular
 - c. Para cada ODS deben indicar qué metas establecerian
 - d. Para cada ODS explicar el racional para elegir esos indicadores/metas
 - e. Para cada ODS explicar si la información para medirlos está disponible
 - f. Tienen 12 minutos para trabajar (separar 15 minutos para tener un buffer)
5. Notas:
 - a. Mencionar que es válido decir que no saben qué indicadores utilizar
 - b. Mencionar que es válido decir que no tienen información para medirlo
 - c. Mencionar que es válido decir que algún ODS no es relevante para su ciudad
6. Debrief de lo hecho en cada grupo (10 minutos)

Ejemplo de lo que debe ir en cartulina:



| | | | | | |
|------------------------|--|--|--|--|--|
| | | | | | |
| Indicadores propuestos | | | | | |
| Metas | | | | | |
| Racional | | | | | |
| Información | | | | | |

III. HERRAMIENTA ODS - MEJORAS Y RECOMENDACIONES (20 minutos)

- b) Feedback general de la herramienta (10 minutos): (Positivo / Negativo / Interesante)

Durante el taller habrán empezado a incluir algunas ideas, dar 3 minutos adicionales para incluir otras ideas. El facilitador recolecta los post-its de cada uno y los ordena en el papelógrafo

 1. Aspectos positivos
 2. Aspectos negativos



3. Aspectos ‘interesantes’: puntos que no necesariamente consideran positivos o negativos, pero que les parecen relevantes de discutir, o ideas que pueden ser investigadas más a fondo
 4. Discusión de cada grupo (+/-/i) (7 minutos)
- c) Utilidad de la herramienta (10 minutos): (Utilizar metodología de ronda para cada pregunta. Cada persona da su opinión, en círculo, posibilidad de pasar si desean.)
1. ¿Crees que los gobiernos locales usarían la herramienta?
 2. ¿Para que creen que la utilizarían principalmente?
 3. Visualización / Comparación
 4. ¿En qué creen que se diferencia esta herramienta de otras herramientas o plataformas que ya existen? Si piensan que son muy similares también mencionarlo
 5. ¿Cómo sienten que la herramienta se alinearía a sus planes actuales?
 6. De qué manera piensan que es mejor hacer la medición: de acuerdo a como vas progresando o de acuerdo a que tan cercano estas a la meta ¿Porque?
 7. ¿Qué otras organizaciones deberían estar involucradas en la medición? (CLAVE)
 8. ¿Qué es lo que más les llamó la atención de la herramienta?

Hay algo más que les gustaría compartir?

IV. ENCUESTA FINAL (10 minutos)

A continuación les pedimos si cada uno puede llenar una encuesta anónima sobre el taller de hoy. Por favor sean muy honestos con sus respuestas, la información de la encuesta será utilizada por el equipo para poder tomar sus recomendaciones y mejorar la herramienta.

V. AGRADECIMIENTO (2 min)

Hemos llegado al final del taller de hoy. Les agradecemos mucho por tomarse el tiempo de conversar con nosotros, y por haber contribuido activamente durante este espacio. Nosotros lo hemos disfrutado mucho y espero que ustedes también. Sus aportes son muy importantes, y serán tomados en cuenta para poder brindar una herramienta que se ajuste a sus necesidades. Darle la palabra a FC / Cómo Vamos para hablar sobre cronograma general del proyecto y cierre final.



Muchas gracias!

Materiales necesarios (por ciudad):

Papelografos (15 por equipo- 5 para localización, 4 para indicadores, 6 extras)

Plumones y/o lapiceros (15)

Post-its (min. 5 colores- 3 colores para la dinamica de positivo, negativo, interesante y dos mas para las otras dinamicas) -

Limpiatipo o scotch

Impresiones: casos prácticos de los ODS, cuadradito de ODS con su descripción, papel positivo/negativo/interesante (15 copias)

Name tags (20)



GUÍA PARA MESA DE TRABAJO - SECTOR PRIVADO

Plan de Mesa de trabajo

Abrir la presentación

INTRODUCCIÓN (8 min)

- Red Cómo Vamos - Ciudad huésped da la bienvenida (Pendiente archivo equipos RCCV)
- **Introducción del equipo de trabajo:** equipo de la Universidad de Columbia en Nueva York. Presentarnos (menos de 1.5 min).
- **Motivar que cada uno se presente.** Mencionen nombre, el trabajo que realiza su organización. [Anotar los nombres en un diagrama de ubicación]
- Que una persona presente lo que hace cada organización
- **Presentar el proyecto.** Fundación Corona en conjunto con la Red Cómo Vamos y con apoyo de la Universidad de Columbia están elaborando una herramienta que permitirá a las ciudades establecer metas y medir su progreso en relación a los objetivos de desarrollo sostenible y tomar acciones para mejorar el estado de su ciudad.

El proyecto:

Somos un equipo de la Universidad de Columbia en Nueva York haciendo un proyecto de consultoría para la Fundación Corona y la Red Cómo Vamos en el cual buscamos ayudarlos a poder medir y comparar el progreso de las ciudades en alinearse a la Agenda 2030. Sabemos que cada ciudad está en una situación distinta y queremos poder interpretar la situación de cada uno en esta herramienta que estamos creando para hacer la medición.

Esta es una iniciativa de la sociedad civil que busca incentivar el sentido de pertenencia y apropiación de los ODS en las municipalidades, así como el uso de esta herramienta por parte del sector público, sector privado y sociedad civil, para poder medir sus logros y de la misma forma que las buenas prácticas sean compartidas con los demás.

- Comunicar que la reunión no es para evaluarlos sino para obtener su “feedback”. La idea principal es poder obtener su opinión acerca de la herramienta que hemos armado y necesitamos su opinión certera y honesta.
- Indicar que está en proceso de elaboración y que no es la versión final.
- Solicitar si podemos tomar notas y grabar la reunión (solo audio). Explicar que sera solo para poder escucharla después y que no se nos pase ningún detalle importante que conversamos en la reunión



Algunas reglas básicas son:

1. Escucharnos los unos a los otros y hablar uno por uno.
2. Respetar las opiniones de los demás
3. Evitar usar el teléfono
4. Comentarios concisos y precisos, sin embargo cualquier comentario adicional pueden hacérselo al final de la reunión o a través de nuestros correos electrónicos.

Revisar el objetivos:

Objetivos:

- (i) Conocer sobre su trabajo y aportación con respecto al cumplimiento de los planes de desarrollo de su localidad
- (ii) Discutir la relevancia de los ODS para el progreso de las ciudades, la oportunidades y limitantes que estas plantean.
- (iii) Obtener su opinión sobre la propuesta de herramienta para el seguimiento del progreso de los ODS

Estructura del taller:

El taller de hoy tendrá una duración de 2 horas en total, y estará estructurado de la siguiente manera:

- Parte I: Marco de planificación que utilizan actualmente (25 minutos)
- Parte II: Localización de los ODS (20 minutos)
- Parte III: Avance en el desempeño de los ODS (30 minutos)
- Parte IV: Retroalimentación sobre la herramienta (20 minutos)
- Parte V: Encuesta final (10 minutos)

Antes de comenzar:

¿Qué preguntas tienen antes de empezar?

Introducir la dinámica Positivo/negativo/interesante:

Cada uno en su sitio tiene una hoja con tres espacios: Positivo, Negativo e Interesante. La idea es que durante estas dos horas, cuando tengan alguna idea relacionada a la herramienta, tomen un post-it y la guarden en su hoja para conversarla al final del taller. Pueden clasificar sus ideas según el siguiente criterio:

1. Positivo: algo que consideran positivo de la herramienta
2. Negativo: algo que consideran negativo de la herramienta
3. Interesante: algún punto que no necesariamente consideran positivo o negativo, pero que les parece relevante de discutir, o ideas que pueden ser investigadas más a fondo



I. PARTE I: ENTENDER EL CONTEXTO - ESTADO DE LA SITUACIÓN EN CADA CIUDAD (25 minutos)

Dinámica: Estilo focus group. Hacer las preguntas y abrir la mesa a quienes quieran contribuir. Si alguna persona está dominando la conversación, darle oportunidad a otros (cold call). Si alguna persona no está participando (cold call). Ejm. Diego y tu que piensas sobre ese tema?

1. Metas e indicadores
 - i. Cuales son sus metas principales, están alineadas al desarrollo de Colombia (Opcional)
 - ii. ¿Tienen alguna alineación con las metas de los gobiernos nacionales / regionales / Internacionales o los ODS?
 - iii. ¿Cómo determinan los indicadores que tomaran en cuenta para medir? ¿con qué frecuencia los revisan?
2. Planeación
 - i. ¿Que está midiendo hoy la ciudad que consideras muy importante de medir / cuáles no tanto?
 - ii. ¿Cuáles indicadores les gustaría que las municipalidades midan, pero no lo hacen?
3. Monitoreo y Evaluación
 - i. ¿Según tu punto de vista qué tal es el seguimiento y evaluación del desempeño de la ciudad?
 - ii. ¿Eres parte del proceso de evaluación?
 - iii. ¿Te gustaria ser parte del movimiento evaluador o auditor?

Comentarios

Algo más que agregar?

Nos van a disculpar, pero por limitaciones de tiempo debemos seguir adelante con el taller.

II. ESTADO DE LOCALIZACIÓN DE LOS ODS (25 minutos)

Presentar: (2.5 minutos)

1. Qué son los ODS
2. Cómo funcionan en Colombia
 - a. Gobierno Colombia adoptó la agenda 2030 (adopto en el 2016) Las adopto a su plan de desarrollo, plan de paz, cambio climático (INDC), entrada a la OCDE.
 - b. Hizo un diagnostico relación de ODS y Gobiernos Regionales (análisis de planes de desarrollo)
 - c. Y luego hizo un gap análisis y estableció metas nacionales y por región-COMPES



3. Objetivo de la herramienta: localizar los ODS

¿Qué son los ODS?

Un conjunto de objetivos globales para erradicar la pobreza, proteger el planeta y asegurar la prosperidad para todos como parte de una nueva agenda de desarrollo sostenible. Cada objetivo tiene metas específicas que deben alcanzarse en los próximos 12 años.



¿Cómo funcionan en Colombia?

4. Explicar la primera parte de la herramienta que es: (2.5 minutos)

Evaluar el grado en el que se encuentra cada municipalidad.

¿CÓMO FUNCIONA LA HERRAMIENTA?

PARTE II. ESTADO DE LOCALIZACIÓN DE LOS ODS

¿Por Qué necesitamos evaluar el estado de localización?
¿Cómo funciona la herramienta?



A Estado de Localización de los ODS
Evaluar en qué estado de implementación de la localización de los ODS se encuentra cada ciudad, de acuerdo a las 5 etapas del proceso:
(i) Concienciación
(ii) Diagnóstico
(iii) Estrategias y planes
(iv) Monitoreo y Evaluación
(v) Acción

B Progreso de las ciudades en los ODS
Medir el grado de avance de las ciudades frente a los objetivos temáticos de los ODS de manera individual y en perspectiva
Desempeño por ciudad
Índice comparativo entre ciudades

Para ello, la ONU ha desagregado los estados en 5 etapas:

1. Concientización
2. Diagnóstico
3. Alineamiento con las estrategias
4. Monitoreo y Evaluación
5. Acción

DINAMICA: FOCUS GROUP VIVO [link] ¿Cuál crees que es el estado de tu ciudad en este tema? Avanzado, integrado, en inicios, aún por empezar. No hay respuesta correcta. (preguntar sobre alguna evidencia)

Mientras que se hacen las preguntas, los participantes hacen aportes y se escribe en los PPTs. Todos ven lo que se está escribiendo y cr.

III. AVANCE DE LAS CIUDADES EN LOS ODS (30 minutos)

1. Explicar la segunda parte de la herramienta. Mencionar que esta a su vez consta de dos partes: (i) Evaluar el desempeño de cada ciudad en cuanto a los ODS y los



targets definidos, para que la ciudad pueda tomar acciones concretas en base a esa información, (ii) Índice para comparación entre las ciudades

2. Enseñar la propuesta de visualización:



Desempeño por ciudad

Utilizando la data por ciudad y comparándola con el target establecido

- Consideración: Los targets deberán establecerse en base a las prioridades y metas locales

Dimension Economica

8.3.1 Tasa de laboral

8.7.1 Tasa de Trabajo infantil

8.5.2 Tasa de desempleo

8.5.4 Tasa de desempleo juvenil

8.6.1 Porcentaje de jóvenes que de 15 a 24 años que no están en trabajo

Índice comparativo entre ciudades

3. Actividad: Creación de indicadores para medir las ODS. La mesa se divide en dos grupos, a cada quien se le entrega dos papelógrafos, post-its, plumones, y las tarjetas de cada ODS. Grupo 1 trabaja ODS 1-7, Grupo 2 trabaja ODS 8-17.

a. Nota: En base a la audiencia determinar si es necesario que un facilitador acompañe a algún grupo para enfocar la conversación en el proceso que siguen para determinar indicadores/metas/información y el racional para ello

4. Indicaciones:



- a. En el papelografo que les daremos, para cada ODS deberán definir 4 puntos: Indicadores, Metas, Racional, Informacion
 - b. Para cada ODS el grupo deberá definir cómo medirían el desempeño en cada ODS. Definir los indicadores que consideran relevantes para medir ese objetivo en particular
 - c. Para cada ODS deben indicar qué metas establecerian
 - d. Para cada ODS explicar el racional para elegir esos indicadores/metas
 - e. Para cada ODS explicar si la información para medirlos está disponible
 - f. Tienen 12 minutos para trabajar (separar 15 minutos para tener un buffer)
5. Notas:
- a. Mencionar que es válido decir que no saben qué indicadores utilizar
 - b. Mencionar que es válido decir que no tienen información para medirlo
 - c. Mencionar que es válido decir que algún ODS no es relevante para su ciudad
6. Debrief de lo hecho en cada grupo (10 minutos)

Ejemplo de lo que debe ir en cartulina:



| | | | | | |
|------------------------|--|--|--|--|--|
| | | | | | |
| Indicadores propuestos | | | | | |
| Metas | | | | | |
| Racional | | | | | |
| Información | | | | | |

IV. HERRAMIENTA ODS - MEJORAS Y RECOMENDACIONES (20 minutos)

- b) Feedback general de la herramienta (10 minutos): (Positivo / Negativo / Interesante)
Durante el taller habrán empezado a incluir algunas ideas, dar 3 minutos adicionales para incluir otras ideas. El facilitador recolecta los post-its de cada uno y los ordena en el papelógrafo
 1. Aspectos positivos
 2. Aspectos negativos



3. Aspectos ‘interesantes’: puntos que no necesariamente consideran positivos o negativos, pero que les parecen relevantes de discutir, o ideas que pueden ser investigadas más a fondo
 4. Discusión de cada grupo (+/-/i) (7 minutos)
- c) Utilidad de la herramienta (10 minutos): (Utilizar metodología de ronda para cada pregunta. Cada persona da su opinión, en círculo, posibilidad de pasar si desean.) **NVIVO**
1. ¿Crees que los gobiernos locales usarían la herramienta?
 2. ¿Para qué creen que la utilizarían principalmente?
 3. Visualización / Comparación
 4. ¿En qué creen que se diferencia esta herramienta de otras herramientas o plataformas que ya existen? Si piensan que son muy similares también mencionarlo
 5. ¿Cómo sienten que la herramienta se alinearán a sus planes actuales?
 6. De qué manera piensan que es mejor hacer la medición: de acuerdo con como vas progresando o de acuerdo con que tan cercano estas a la meta ¿Por qué?
 7. ¿Qué otras organizaciones deberían estar involucradas en la medición? (CLAVE)
 8. ¿Qué es lo que más les llamó la atención de la herramienta?

¿Hay algo más que les gustaría compartir?

V. ENCUESTA FINAL [link] (10 minutos)

A continuación, les pedimos si cada uno puede llenar una encuesta anónima sobre el taller de hoy.

[Por definir si digital o en papel]

Por favor sean muy honestos con sus respuestas, la información de la encuesta será utilizada por el equipo para poder tomar sus recomendaciones y mejorar la herramienta.

VI. AGRADECIMIENTO (2 min)

Hemos llegado al final del taller de hoy. Les agradecemos mucho por tomarse el tiempo de conversar con nosotros, y por haber contribuido activamente durante este espacio. Nosotros lo hemos disfrutado mucho y espero que ustedes también. Sus aportes son



muy importantes, y serán tomados en cuenta para poder brindar una herramienta que se ajuste a sus necesidades.

¡Muchas gracias!

Materiales necesarios (por ciudad):

Papelógrafos (15 por equipo- 5 para localización, 4 para indicadores, 6 extras)

Plumones y/o lapiceros (15)

Post-its (min. 5 colores- 3 colores para la dinámica de positivo, negativo, interesante y dos más para las otras dinámicas) -

Limpia tipo o scotch

Impresiones: casos prácticos de los ODS, cuadradito de ODS con su descripción, papel positivo/negativo/interesante (15 copias)

Name tags (20)



Annex 6: Interview Summaries

Organization: Consejo Privado de Competitividad (CPC)

Date: Monday, 12 March 2018

Location: CRA 9 NO. 70A - 35 PISO 4, BOGOTÁ, COLOMBIA

Attendees:

Helena García (Secretaria Ejecutiva)

Luis Sáenz (Cómo Vamos Network Coordinator, Fundación Corona)

Jorge Salem (Columbia SIPA)

Sarah Goddard (Columbia SIPA)

Meeting objectives:

Understand how does the Consejo Privado de Competitividad (CPC) develops its departmental competitive index and understand the challenges they find. Explore if they are interested in incorporating the SDGs into their methodology or are interested in using it for future indexes.

Context: Six years ago, departmental report of competitiveness (94 variables - 10 pillars). All the information is public, and if they want to use it or not, civil society can use it to pressure. They have a measure to classify the cities. The council has a seat in the dialogue tables of with the government.

Key takeaways:

Targets

- CPC targets the public and private sector to use this report. They just do it, do not engage in marketing nor stakeholder management to assure that authorities use their report to improve their governance.

Novelty/usefulness/added value of the tool

- The comparison is very attractive for departments. They all want to improve. However, they have reduced the emphasis on direct comparison because the ranking is not the best manner to compare the cities. Users can download info in excel. 19 out of 26 municipalities are engaged. May 4, 2018 present the competitive report for cities.

Measurement of SDG

- CPC does not base itself on the SDGs but many of its indicators are related to the SDGs

Visualization / language of the tool

- Produces a visual and comparative report

Indicators

- CPC uses official sources of information and in few occasions they use certified sources of information



Project leadership

- They obtain their legitimacy by being part of the national and regional commission of competitiveness. DNP and PNUD had reservations about this type of project because they feel like they should be the only responsables for this type of work.

Conclusions, agreements and next steps:

The CPC is willing to collaborate with us, and are looking forward for the first index from Fundación Corona.

Organization: Sistema de Ciudades

Date: Monday, 12 March 2018

Location: Fundación Corona Main Office, Calle 70 # 7-30 Bogotá, Colombia

Attendees:

Jose Salazar (Sistema de Ciudades)

Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)

Lia Celi (Columbia SIPA)

Lucia Haro (Columbia SIPA)

Diego de Leon (Columbia SIPA)

Meeting objectives: Understand why and how municipalities use data for designing public policies. Understand the ‘system of cities’ approach to inform the FC tool design.

Context: The ‘Sistema de Ciudades’ offers a diagnostic tool to strengthen the national dialogue, public policies and investment priorities. The ‘Sistema de Ciudades’ created a report that identified the bottlenecks that limit the cities’ efficiency and assessed each city on their economic connectivity, regional coordination, and their efficiency and innovation in financing.

Key takeaways:

Indicators

- An important challenge for cities is to improve productivity. 60% of firms are in low productivity sectors
- Transportation is a critical problem in cities. Important to measure the family expenditure in transportation (today it accounts for the same as their expenditure in education + health + public services since these are somehow subsidized)
- If possible analyze the change of population structure in cities. This will make the social security system to reinvent itself to become sustainable in the future.
- Critical problem in some cities: water (e.g. Cucuta, Cartagena, Cali)
- Include a measurement for risk management (currently focused on earthquakes, but nothing about rain and floods)
- Consider performance index to analyze the ‘management’ of each city



Targets

- The only exercise of targets at the city level is “Ciudades Amables 2005-2019”

Others: Cities classification

- Take into account the institutional framework when deciding how to divide cities. For example, there is no plan for Bogotá because there is no legal entity, they are all separate municipalities. There are only 6 metropolitan cities in Colombia, one of them is Medellín.
- When analyzing cities, take into account their connectivity with ports and with other cities
- The ‘system of cities’ considers 113 cities that have more than 100,000 inhabitants
- The ‘system of cities’ did not do a strict classification, they measured quality of life that allowed to propose programs according to the more critical ones
- Analyze from an economic perspective what sectors could be more interesting and could have a better economic performance
- Other existing tools to consider are: multidimensional poverty index, TerriData, DNP’s cities observatory

Others: tool implementation

- Take into consideration that medium-sized cities only produce 20% of the resources they use, so they depend on the local government for implementing their plans.

Conclusions, agreements and next steps:

Some of the challenges of localization is that since the decentralization, the urban problems became local and not national problems, so each city develops its plans independently. Another challenge is that historically cities have not been interconnected and they have complex geographies, thus they have developed on their own creating a disarticulation among cities.

Organization: National Administrative Department of Statistics (DANE)

Date: Friday, 16 March 2018

Location: National Administrative Department of Statistics Office, Cra. 59 #26-60, Bogotá, Colombia

Attendees:

Angela Lopez (DANE SDG Coordinator)

Kelly Sifuentes (DANE SDG Team)

Patricia Contreras (DANE SDG Team)

Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)

Lucia Haro (Columbia SIPA)

Meeting objectives: Have DANE’s opinion about the proposed tool, and understand how this would add to their current work.



Key takeaways:

Novelty/usefulness/added value of the tool

- Define very specifically who would be the tool users: Planning Secretariat from Municipalities, Civil society, Private sector

Indicators

- DANE suggests that when creating the localized indicators FC should consider:
 - The indicators defined by the CONPES
 - The indicators that already exist in each city
 - Indicators that do not come from the national registers but directly from the municipalities registers
 - New indicators the tool can propose (this would be the main contribution from their point of view)

Project leadership

- It is important to define and communicate clearly who would be the owner/admin of the tool: Fundación Corona (Cómo Vamos City Network)
- It is important to define clearly where the information will come from: Quality of Life Report by Cómo Vamos City Network. Only some of this data is supported by DANE data.

Conclusions, agreements and next steps:

DANE mentioned they have been working on a plan of territorial strengthening project, but it is not very clear what progress they have made. They are mainly concentrated at the national and regional levels. DANE will share with Fundación Corona the process they followed to prioritize indicators, to use as a base. Project team should have a look at the National Statistics Plan to find convergences.

Organization: Alto Consejero para las Regiones, Presidencia de la República

Date: Friday, 16 March 2018

Location: Casa de Narino, Cra. 7, Bogotá, Colombia

Attendees:

Juan Felipe Quintero (Alto Consejero Presidencial para las Regiones)

Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)

Lucia Haro (Columbia SIPA)

Meeting objectives: Have an initial approach with a high-level government official about the proposal to build a tool for cities to localize the SDGs.

Key takeaways:



Novelty/usefulness/added value of the tool

- For the government, the main value is that if the targets are met in cities, then the national targets will be met.
- The suggestion was that the tool should include 3 components:
 - 1. Baseline generation for cities
 - 2. Target definition per city. *thinking how these can contribute to the regional and national targets
 - 3. Public policy: be a repository of good practices

Project leadership

- Define the mission and clear functions of the Cómo Vamos City Network. The 'Alto Consejero' proposed considering it as a 'technical secretariat'

Stakeholders

- Recommendation to find partnerships among actors, for example having the DNP on board so they feel this is something that adds up and not replaces the work they are doing
- Public servants have limited time, so design an agile mechanism, not just a space where people talk and discuss, but more oriented to action

Cities grouping/selection

- The 'Alto Consejero' recommended starting the pilot with capital cities + metropolitan areas, as they have more capacity and make the highest % of the Pareto, and then scale up the initiative.

Conclusions, agreements and next steps:

The 'Alto Consejero' expressed his interest in and support for the project. Next steps: Share the progress and a tentative timeline of the project with the 'Alto Consejero'.

Organization: C40

Date: Friday, 16 March 2018

Location: Carrera 11 No. 115-40, 205, Bogotá, Colombia.

Attendees:

Manuel F. Olivera (Director, C40)

Esteban Pelaez (Fundación Corona)

Jorge Salem (Columbia SIPA)

Meeting objectives: Identify what indicators C40 uses to evaluate the progress and the standard of the municipalities.



Context: C40's mission is to support city to reach the Paris Climate Agreement. It focuses on promoting a specific major infrastructure project in a city. C40 support the city through technical support. In Bogota they support the bicycle line terms of reference. Only focus on Bogota.

Key takeaways

Targets

- Enough indicators
- Cities are not interested in building new data
- Bogota had data production observatory, but he does not know the status

Measurement of SDGs

- They do not use the SDGs and is not directly related to their business.

Visualization / language of the tool

- Feel a visualization tool is important

Indicators

- C40 uses the municipality's information

Conclusions, agreements and next steps:

Not directly related to this project - they do not use the SDGs.

Organization: DNP - Misión de Crecimiento Verde

Date: Friday, 16 March, 2018

Location: Bogotá, Colombia.

Attendees:

Hernando Jose Gomez (Consultor del DNP)

Maria Clemencia (Consultora ODS)

Esteban Pelaez (Coordinador de Proyectos, Fundación Corona)

Luis Saenz* (Cómo Vamos Network Coordinator, Fundación Corona)

Jorge Salem (Columbia SIPA)

Sarah Goddard* (Columbia SIPA)

Lia Celi* (Columbia SIPA)

Lucia del Pilar* (Columbia SIPA)

**Partial participation.*

Meeting objectives: Understand if the DNP is going to use the SDGs for planning or if it is planning on localizing the SDGs.



Key takeaways

Targets

- Consider incorporating targets for process as well as results.

Novelty/usefulness/added value of the tool

- Put the SDGs at the center piece of measurement and development planning

Measurement of SDG

- Have one *meta trazadora* per SDG and complement it with one or 2 more goals.
- Private sector is not reliable to provide an indicator for the time

Visualization / language of the tool

- Visualization is important and language needs to be understandable for technocrats and society.

Indicators

- Clear matrix - 30 indicators
- Requirements for this indicators: Already being measured in cities, easy to measure, they are sustainable
- On a second phase, FC can aim for all municipalities to have 30 + 10 more indicators. Use the civil society to pressure municipalities. Three suggested phases 2020, 2024, 2028.
- At least 2 indicators by SDGs to regulate the influence a single indicator can have on moving the indicator's progress
- The indicators of Crecimiento are not necessarily aligned to the SDGs. There is no competition, there is a complement.
- For complex issues think of incorporating process indicators plus indicators of results. For example, break down recycling in three phases: build infrastructure, citizenship awareness and recycling.

Project leadership

- FC plays a key role in mobilizing the agenda through Red Cómo Vamos to encourage the adoption of the SDGs in the cities
- FC have to support the cities by transferring knowledge to cities know how to measure the SDGs.

Conclusions, agreements and next steps:

DNP - Crecimiento Verde believes this exercise will complement their existing effort. This effort needs to start small so it is doable. Once the targets are defined the team should validate the targets with DNP - Crecimiento Verde.

Organization: Semana Sostenible



Date: Monday, 12 March 2018

Location: Carrera 11 No. 77A-65, Bogotá, Colombia

Attendees:

Carolina Urrutia (Director, Semana Sostenible)

Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)

Lia Celi (Columbia SIPA)

Diego de Leon (Columbia SIPA)

Lucia Haro (Columbia SIPA)

Context: Semana Sostenible is a printed and digital magazine that speaks about sustainability in national and international spheres of the private and public sector, mainly on how they are managing climate change, water resources, social inclusion, innovation, brand recognition and sustainable consumption.

Meeting objectives: Get to know the perspective and point of view of the SDGs from the private sector, their knowledge and the type of communication that the magazine is building today among their different stakeholders.

Key takeaways:

Targets

- What is the best mechanism for an effective diffusion of the SDG message?

Novelty/usefulness/added value of the tool

- It should not be a reporting tool, but rather a tool to make visible progress in the SDGs by city, so that it can be 'consumed' by the public sector, the private sector and civil society.

Measurement of SDGs

- Large players from the private sector have aligned themselves in their sustainability reports with the SDGs, for example: Unilever, mining companies, multinationals, those listed on the stock exchange. However, it is still important that medium and small do so.

Visualization / language of the tool

- It should not be a reporting tool, but rather a tool to make visible progress in the SDGs by city, so that it can be 'consumed' by the public sector, the private sector and civil society

Project leadership

- They are the only magazine that specializes in sustainability

Other

- It would be interesting to do an analysis of Google, to know what people in Colombia are looking for on their own, related to sustainability



Conclusions, agreements and next steps:

In "Cómo Vamos" the most important thing is the perception survey, the interesting thing is to see how this tool will be unique and representative. They would appreciate that results came diagrammed but also delivered the raw data, so they could build their own graphics. They are willing to make an edition of only SDGs.

Organization: Ministerio de Ambiente y Desarrollo Sostenible (MADS)

Date: Thursday 15 March 2018

Location: Calle 37 No. 8-40, Bogotá, Colombia

Attendees:

Camilo Quintero (Lider Gobierno Abierto)

Santiago (Coordinador Asuntos Ambientales OCDE-ODS)

Lia Celia (Columbia SIPA)

Jorge Salem (Columbia SIPA)

Context: Get together with the different actors that are working to localize and measure SDG progress. From the Ministry of Environment's perspective there is no articulator working to compound all of the efforts to measure SDGs.

Meeting objectives: Get to know the efforts that the Ministry of Environment and Sustainable Development is doing to measure SDGs. To get feedback on the tool the team is presenting and get their feedback.

Key takeaways:

Targets

- To them, it is important to compare performance and progress (delta) carried by municipalities, so that the tool can analyze who has progressed the most and not who is in a better state. Also, they also suggested that cities are compared between each other so that it encourages them to improve. For them goals inside municipalities are not ambitious and are reachable, that does not make it a challenge.

Novelty/usefulness/added value of the tool

- Measure SDGs at a local level and that it can be an internal measurement as well as a comparable one.

Measurement of SDG

- They work with the DANE to measure SDGs on the information that they get from different actors



Visualization / language of the tool

- It works for them

Indicators

- They work with 156 indicators.
- Civil society provides information on some indicators but there's a lack of articulation.
- Information from Environmental Leaders- Relations with civil society
- They measure emissions at a national level, but to get local data it should be required (Ivenmar, Servicios Publicos)

Project leadership

- They are interested in see where this tool goes and would help provide some inputs for the data collection.

Conclusions, agreements and next steps:

Overall, good perception of the tool. The team agreed to continue to be in contact to show them project feedback notes and next steps.

Organization: Fundación de la Asociación Nacional de Industria (ANDI)

Date: Thursday, 15 March 2018

Location: Calle 73 # 8 – 13 Piso 7 Torre A., Bogotá, Colombia

Attendees:

Isabela Barrios (Directora, Fundación ANDI)

Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)

Lia Celi (Columbia SIPA)

Lucia Haro (Columbia SIPA)

Context: Fundación ANDI has many efforts related to the SDGs but they are not framed as SDGs.

Meeting objectives: Fundación ANDI, because of all the corporations they conglomerate, get private sector indicators, that might be of use to the tool.

Key takeaways:

Targets

- They don't work in any "terreno capital". They work to match organizations with private corporations. They have a social map regarding the needs of each region.

Novelty/usefulness/added value of the tool

- They don't think this tool will work at the same time as CONPES because CONPES excludes information of the private sector



Measurement of SDG

- They measure their own impact on the different project they have

Visualization / language of the tool/ Indicators

- They can provide good data on the environmental aspect.

Project leadership

- They are willing to help RCV but they don't have faith on the National Government

Conclusions, agreements and next steps:

The information Fundación ANDI collects is vital for the tool, especially regarding the social and environmental aspects. They have been measuring for years and have a base-line to start from.

Organization: Universidad de los Andes

Date: Thursday, 15 March 2018

Location: Bogota, Colombia

Attendees:

Joaquín Caraballo (Director Maestría en Gerencia y Práctica del Desarrollo y Maestría en Gerencia Ambiental de la Facultad de Administración)

Ximena Puerta (Investigadora)

Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)

Lucia Haro (Columbia SIPA)

Lia Celi (Columbia SIPA)

Sarah Goddard (Columbia SIPA)

Context: Universidad de los Andes (Uniandes) and the Sustainable Development Solutions Network (SDSN) are developing an SDG Center for Latin America and the Caribbean, to be housed at Uniandes in Bogotá, with the support of the Inter-American Development Bank (IDB) and it will be a regional hub for SDG-related research and professional training, and related public policy activity.

Meeting objectives: Understand what the SDG Center at Universidad de los Andes is doing, what they plan to do, if they will be working on localizing the SDGs and what they think of this project.

Key takeaways:

Novelty/usefulness/added value of the tool

- General interest in the tool and testing the tool
- Want to test the tool and what we've learned and see how it can be implemented not only at the national level but also at the regional level in Latin America



Measurement of SDGs

- There is an important role for private sector/business in public policy and development

Indicators

- Want an index to figure out weights for indicators

Project leadership

- The center is with SDSN and is formally located within los Andes, but the focus is on Latin America, not just Colombia
- Want to know what the drivers are and propose formal and rapid programs for development, influence public policy, generate academic exchanges
- Multisectoral approach is important due to nature of the SDGs
- UniAndes has a relationship with Universidad Javeriana, and the goal is to have relationships with other academic institutions

Conclusions, agreements and next steps:

Universidad de los Andes has and is developing partnerships with universities to work on the SDGs not only in Colombia but in the Latin American region. The new Center will focus on research, education, training around the SDGs and development. They have an interest in this tool and want to see how what the team has learned can be implemented at the regional level in LATAM.

Organization: United Nations Development Programme (UNDP) (PNUD)

Date: Thursday, 15 March 2018

Location: Cl. 82 #1062, Bogotá, Colombia

Attendees:

Alejandro Caceres (National Officer for Poverty Reduction)

Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)

Jorge Salem (Columbia SIPA)

Lucia Haro (Columbia SIPA)

Lia Celi (Columbia SIPA)

Sarah Goddard (Columbia SIPA)

Context: UNDP released in 2016 the report “Objetivos de Desarrollo Sostenible, Colombia: herramientas de aproximación al contexto local” in which they evaluated the state of Colombian departments and municipalities in regards to the SDGs, as well as the instruments the national governments can use in order to strengthen their work towards on each topic. Furthermore, through UN Habitat, Colombia is the first country to implement the City Prosperity index to monitor the main challenges in cities.



Meeting objectives: Understand how the UN system functions in Colombia and what the UN actors are doing for SDG localization; understand the relationship between CPI and its alignment with the SDGs at the municipal level.

Key takeaways

Targets

- Targets are ambitious but there are limited indicators

Novelty/usefulness/added value of the tool

- The intended user of the tool needs to be made clear - multiactor
- The tool is very interesting and could support the discussion that the statistics division is having on indicators for 2020

Measurement of SDG

- Colombia submitted Voluntary National Review in 2016

Visualization / language of the tool

- The idea is to show a “photo” or snapshot of the situation and take action

Indicators

- PNUD is working with DNP and DANE to construct and measure indicators, but it’s one thing to construct indicators and another to have available data
- UN Habitat is looking at indicators at the city level

Project leadership

- In Santander the context is different than other places in Colombia because there is a lot of political will, good indicators, and therefore ways to take action and pilot programs (pilot of localization to identify gaps, problems, bottlenecks and take action)

Conclusions, agreements and next steps:

UNDP found the concept of this tool very interesting and it could support the discussion that the statistics division is having on indicators for 2020. They are working with DNP and DANE to construct and measure indicators, and UN Habitat is looking at indicators for the city level but measurement depends on the availability of data. They want it to be clearer who the intended user of the tool because it is unlikely that local governments will take on more work for themselves.

Organization: Inter American Development Bank (IDB)

Date: Friday, 16 March 2018

Location: Carrera 7 N 71-21, Torre B Piso 19. Edificio Avenida Chile. Bogotá. Colombia.

Attendees:

Roberto Esmeral (CSD, BID)



Ramiro Lopez (Especialista Senior de la División Gestión Fiscal del BID)
Carlos Salazar (Experto en Planificación Territorial y Desarrollo Urbano, BID)
Natalia Lopez (Consultora Desarrollo Urbano y Vivienda, BID)
Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)
Lucia Haro (Columbia SIPA)
Lia Celi (Columbia SIPA)
Sarah Goddard (Columbia SIPA)

Context: The BID coordinates with the national government to prepare the country's strategy and development priorities. The BID supported the launch of Colombia Sostenible, a country-wide initiative based on the SDGs that takes a systemic approach to addressing rural development, climate change, environmental sustainability, and social inequality in areas with armed conflict. The Ciudades Emergentes y Sostenibles (Emerging and Sustainable Cities) program provides technical assistance to give support directly to central and local governments in the development and execution of sustainable urban plans.

Meeting objectives: How can they integrate the SDGs with existing indicators, and can they generate synergies to strengthen the SDGs in Colombia.

Key takeaways:

Targets

- Targets from OECD, BID, and Crecimiento Verde are not aligned
- You want the national targets to be lowered to the local level

Novelty/usefulness/added value of the tool

- The tool could mitigate in some way the issue of short term plans every 4 years
- Ciudades Sostenibles was missing an appropriation by the citizens of action plans - this tool needs to be taken up by the citizens

Measurement of SDGs

- You want to involve many actors so there isn't competition
- Each city's context should be taken into account for the diagnostics

Visualization / language of the tool

- The tool should consider the outliers in the data

Indicators

- Defined by international and national levels and based on what is available at the more local level
- All indicators used and measured by actors should be aligned; standardization allows for comparison
- Should have around 40 indicators prioritized - and by addressing some, you also address others that were not prioritized



Project leadership

- Ciudades Sostenibles helped mayors to think in a more integrated way about the SDGs and helped to prioritize indicators
- There needs to be an increase/strengthening of capacity in addition to the tool

Conclusions, agreements and next steps:

The IDB was interested in the project and thought that the tool could help mitigate the problem of cities having new development plans every four years. An important point is that the tool needs to be appropriated by the citizens, and many actors should be involved so there is no competition. The indicators used by the IDB, OECD, and Crecimiento Verde are not aligned, which is a challenge. They suggested that the tool should consider data outliers and also have around 40 indicators prioritized that all actors use in a standardized way to allow for comparison.

Organization: World Wildlife Fund (WWF)

Date: April 12, 2018

Location: Fundación Corona Main Office, Calle 70 # 7-30 Bogotá, Colombia

Attendees:

Paola Rodríguez (Especialista en Impactos Sectoriales, WWF-Colombia)

Daniela Varón (Consultora Política, WWF-Colombia)

Ximena Barrera (Directora de Política, WWF - Colombia)

Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)

Diego de Leon (Columbia SIPA)

Lucia Haro (Columbia SIPA)

Meeting objectives: Understand which indicators WWF uses to measure environmental sustainability in Colombia, and their perspective on the SDGs as a platform for monitoring the environment.

Context: WWF, as one of the leading environmental organization of the country, can provide an insightful perspective on how Fundación Corona can help fill the gap of local environmental data, as well as to enable cities to collect/produce this data.

Key takeaways

- Environmental data is centralized and limited in Colombia. The main reason for this is due to the fact that only the national government is mandated to collect data. Consequently, WWF has focused in aggregated national data rather than localized data.
- Only the cities with a population above a million people are required to have an environmental ministry. Otherwise, the ministry of planning is the best source of information.
- WWF is working on aligning their own key indicators and goals to the SDGs; however, they usually face the same challenges as the national government since most of the data of



WWF is based in national statistics. They also work with other organizations in order to complement data such as CEPEI, Transforma, and The Nature Conservancy.

- Environmental commitment varies from city to city. Usually smaller cities are more willing to share information voluntarily; however larger cities have higher requirements. Furthermore, based on the way services are managed within a particular city, information can be more or less accessible depending on the relationship with the private sector.
- The main way in which WWF collaborates with cities is through the city challenges. The most active city in recent years has been Monteria. This has proven the desire of cities to develop environmental projects, as well as the importance of qualitative.
- Regarding climate change, one of the biggest providers of information is FINDETER. Unfortunately, it is not updated regularly. They are currently working with C40 in order to systematize the data collection.
- The other key areas of work for WWF in cities include alternative mobility.
- WWF helps report to the HLPF the Colombian civil society advance towards the SDGs.

Conclusions, agreements and next steps:

Cities are willing to work towards environmental sustainability, particularly if it is seen as a competition. Moreover, it is important to count qualitative examples while also seeking to fill quantitative data gaps, such as the ones showcased in the WWF City Challenge.

Organization: Centro de Pensamiento Estratégico Internacional (CEPEI)

Date: April 13, 2018

Location: Fundación Corona Main Office, Calle 70 # 7-30 Bogotá, Colombia

Attendees:

Fredy Rodríguez (Coordinador del Área de Datos, CEPEI)

Érika Mosquera (Ortega, Coordinadora Gestión del conocimiento, CEPEI)

Diego de Leon (Columbia SIPA)

Meeting objectives: Understand what is the role of the SDGs in the planning and implementation of development plans in Colombia.

Key takeaways:

- Their main work on the SDGs is through Data República (<http://datarepublica.org>). A joint initiative financed by Telefonica which main objective is to build a digital hub for meta-data on SDG indicators. The way it operates is through a user-driven effort where organizations submit information on how they are measuring a specific indicator of the SDGs. Moreover, CEPEI identifies relevant cases studies in which alternative data has helped to solve a specific data-related challenge, and then feature the story in their website through special blog entries. Currently, Data República is focused mainly at the national level data, and it operates in Colombia, Mexico y Costa Rica. Nonetheless, within the available information, some indicators can be used at the local and regional level.



- Other ways in which CEPEI is collaborating with SDG implementation is through the offering of a MOOC on how to use Data República and open data to measure the progress of the SDGs. The online course is offered mainly to journalist, but it is open to everyone. Additionally, CEPEI also serves as that Latin-American hub of open data, another recent initiative (started in January) that seeks to unite the efforts of Ecuador, Costa Rica and Colombia on big data-based research.
- The main outcomes of these initiatives have been the strengthening of standardization of data collection efforts; the validation of non-government/alternative data sources (including from the private sector); as well as the identification of main information gaps. However, there are still important challenges in target establishment
- Outside the national government, CEPEI is working also with SDSN and ESRI. They mentioned that would be interested in also working with cities.
- Regarding city engagement, they highlighted the importance of letting cities define their own goals, yet to also develop standardized data collection processes.

Conclusions, agreements and next steps:

CEPEI is very interested in continuing working with Fundación Corona in finding ways to mutually complement their work, as well as to mainstream their initiative to impulse their usage in both the public and private sector. In this regard, both Data Republica and the Open Data Hub can serve as additional sources for the additional indicators that might be selected.

Organization: TerriData

Date: April 12, 2018

Location: Fundación Corona Main Office, Calle 70 # 7-30 Bogotá, Colombia

Attendees:

Natalie Gomez (Coordinadora Grupo de Estudios Territoriales, Direccion de Descentralizacion y Desarrollo Regional)

Diego de Leon (Columbia SIPA)

Lucia Haro (Columbia SIPA)

Meeting objectives: Understand the use of the SDGs in planning in Colombia, who monitors and evaluates the dissemination of the results with respect to indicators, and potential for collaboration

Key takeaways:

- TerriData (<https://ddtspr.dnp.gov.co/terridata/#/>) is the main platform within the national government to access municipal data. It started as a request from the OECD, as well as the need to gather greatly dispersed local data. The way its operates is through 271 indicators divided into the 9 dimensions determined by the DANE. Furthermore, there are institutional accords to collect the data.
- The main objective of the platform is:



- Serve as a hub for municipal data that is official, standardized, collected annually (ideal but there are some exceptions⁶³), and result-based (not development-based – only few exception, particularly in the environmental section)
- Provide data visualization info-graphs that allow easy comprehension and comparison of the information.
- Automatically elaborate a PDF file with all the information of a municipality.
- In future versions, it will allow municipalities to set their own their targets and goals and measure their progress. For this, the platforms will use a self-adjusted gap methodology in order to allow municipalities to choose their own benchmarks.
- Other important tools include:
 - Índice de Medición de Desempeño Municipal (MDM), which ranks cities according to their results indicators[2]⁶⁴. First, cities are divided into 6 categories (main cities, plus 5 quintiles which divide the remaining cities according to their technical and financial capacity, economic development, location within the Sistema Ciudades, city agglomeration, population, etc.). Once divided, cities are compared using an adjusted comparison index (similar to the HDI) that allows to compare cities. The system awards the cities that have had significant progress, and “punish” the ones that have not.
 - Sistema de Información de la Evaluación de la Eficacia (SIEE) (<https://portalterritorial.dnp.gov.co/PDT/#/consulta-publica>), which allows to track the progress of the development plan of each municipality. The last version required the municipality to choose to which SDG was each municipal development goal related to. Hence, 100% of the local goals are aligned to the SDGs.
 - Programa POT Modernos, which main objective is to provide a toolkit that helps municipalities build a comprehensive plan territorial.
- With the launch of the SDG related CONPES, the national and regional targets will be included within the TerriData system. However, the DNP does not have intention to establish municipal goals.

Conclusions, agreements and next steps:

TerriData is highly interested in following up Fundación Corona’s SDG initiative by providing data and seeing how cities establish their own goals. Based on this, it is important to find ways to align and complement both platforms, particularly in the ways the data provided by TerriData can complement the indicators selected for the FC SDG-toolkit. Moreover, in a longer term, it is important to work on ways city mayor candidates can use both initiatives to build their development plan proposals, and eventually the Territorial Development Plans.

⁶³ When data is not available, they use DANE projections when possible. This will imply a mayor shift when the data of the new census comes out.

⁶⁴ These are usually built-in indexes based in normalized data that allows to measure progress and compare cities. The standard is usually based on the 13 historically most advanced cities.



Organizado: Bogota's Academic Experts

Date: April 14, 2018

Location: Bogota Cómo Vamos Main Office, Cl. 71 #11-10, Bogotá, Colombia

Attendees:

Bibiana Pineda (Coordinador Gestión de Información, Observatorio "Así vamos en salud")

Ángela Vega (Docente Investigadora Maestría Salud Pública, Pontificia Universidad Javeriana)

Jesús Emiliano Peinado (Consultor Independiente)

Andrés Sepúlveda (Docente Facultad de Ciencias Políticas, Universidad del Bosque)

Diego de Leon (Columbia SIPA)

Key takeaways

- Bogota is considerably ahead of other cities in Colombia in regard to data collection and evaluation, particularly in the social factor. However, there are important lags in environmental information.
- Some of the main challenges of Bogota is that it needs to address inequality, including in how data is collected (not only look at averages, but also disaggregated data by zones); implement data-based integrated policy; adopt more ambitious goals; indicator continuity (the only way indicators are followed up regularly is through civil society participation); detect and address pervasive policies; and enforce data collection mechanisms from the private sector (for example, waste management information). Moreover, the participants agreed that beyond a capacity problem, these challenges are not overcome due to a lack of political interest.
- At the national level, data is not produced with the speed it is required to take effective actions.
- Bogota has a strong framework for the Millennium Development Goals, but still has not develop a framework for SDG monitoring and evaluation.

Conclusions, agreements and next steps:

This meeting was a good way of corroborating the findings of the Bogota public sector meeting. In this sense, the attendees confirmed the perception that Bogota SDG framework is still weak, especially compared to the MDG. Moreover, there needs to be a higher level of political engagement, for which the tool of Fundación Corona can be an extremely useful vehicle. Finally, Bogota, as one of the most advanced cities in Colombia, can provide relevant information regarding data collection, but can be hardly compared to other municipalities in the country.

Organization: Pro Antioquia - Antioquia Sustentable

Date: April 14, 2018

Location: Pro Antioquia Main Office, Av. El Poblado #150, Medellín, Antioquia, Colombia

Attendees:

Sergio Tobón (Proantioquia)

Jorge Calle (Proantioquia)



Jenny Melo (Innove)

Nicolás Molina (Universidad Pontificia Bolivariana)

Monica Villegas (Gerente, Fundación General)

Diego de Leon (Columbia SIPA)

Key takeaways

- Antioquia Sostenible emerged as a private partnership in early 2016 to promote the SDGs in the Antioquia Department. Its members include NGOs, Business associations, and universities. Although unstructured - not necessarily following the UCLG Localization framework - they are heavily engaged in awareness campaigns, diagnosis and monitoring and evaluation.
- Regarding their evaluation efforts, they are currently working on the second edition of the department report. For this, they already possess a baseline that is supported by 78 indicators of available information. Moreover, those indicators do not only feed from official sources, but also from third-party databases. As for the goals, these are linked to international standards.
- The preliminary results have shown great disparities among the region.

Key recommendations:

- Send localization evaluation forms to offices within the municipal government in order to obtain a representative sample
- Divide the goals per groups of cities
- Include civil society in both the validation and construction process
- Keep the number of indicators as low as possible
- Use non-official sources to support indicators
- Strengthen environmental indicators
- Select ambitious, yet flexible goals
- Use the SDG CONPES as a reference, not the standard
- Consider the level of engagement/influence cities have towards each SDG vs. the national government
- Include indicators that can also apply for private organizations
- Aggravate goals using the quality of life rings (Cómo Vamos methodology)
- Consider private sector sustainability reports
- Develop a central hub

Conclusions, agreements and next steps:

While the localization efforts of Fundación Corona and Antioquia Sostenible are similar in many ways, there are also important differences that allow FC to maintain leadership. The most important differences are the absence of a city classification and city compression tools. Based on this, it was agreed that Antioquia Sostenible would wait to have Fundación Corona's toolkit in order to implement it in the Antioquia Department. This will allow continuity and easier comparison. On the other hand, there are various lessons that can be learned from the Antioquia Sostenible model, particularly on their awareness campaigns, indicator selection/sourcing, and goal setting.





Annex 7: Workshop Summaries

Workshop Summary - ABURRÁ SUR

Date: 16 March 2018

Location: Calle 48 No 51-34 Parque Obrero - Itagüí, Antioquia

Attendees:

Maritza García Góngora (Enlace para las ODS, Itagüí)
Carolina Valencia Valencia (Enlace para las ODS, Itagüí)
Carlos Mario Cano (Enlace para las ODS, Envigado)
Representante (Ministerio de Ambiente, Caldas)
Clara Morales (Pro Sur)
Diego de Leon (Columbia SIPA)

Due to the unique nature of the Aburrá Sur workshop in which three municipalities and one civil society organization participated at once, the methodology had to be changed and adjusted to the time and format. Based on this, the following findings were obtained through an exercise in which each participant had to describe how their organization or municipality has localizing the SDGs.

Itagui

- This municipality showed to have little to no work done on SDG localization. However, they mentioned that DANE had visited them previously to teach them how to align their plans. Since that visit, they have been working in aligning the municipality goals with the SDGs, but not necessarily the indicators. However, they remain positive and interested, and showed disposition towards the exercise and related outcomes.
- Regarding their own process to build the development plan, once the Mayor was elected, they start by doing the territorial diagnosis. For this, due to the lack of locally sourced data, they relied very heavily in national data, as well as in citizen's consultations. Nonetheless, the availability of data has been a major challenge of the municipality to the point they have relied in outside consultant from DANE who not always provides the raw data before leaving, but just the results in averages.

Caldas

- Since the person who came from this municipality was from the environmental ministry, most of the examples cited were related to environmental issues. Furthermore, Caldas' representative confirmed that, despite the interest of the municipality of working with the SDG framework, there has not been any substantial effort to align the plans beyond



the goals. Nonetheless, she was keen to demonstrate how they could be eventually aligned, helping them reduce information gaps, and address key priorities.

- They highlighted the need of smaller municipalities to learn the best practices of other cities around the country that are not necessarily similar to them. This includes information on what and how are other municipalities measuring progress (for example, extension of naturally protected areas or recovered wetlands).

Envigado

- This municipality was the most advanced of the three in both planning capacity and SDG localization. This was partially due to a deep involvement with the Millennium Development Goals of previous administrations, which has helped to have an easier transition to the SDGs and continuity in general. However, they still substantially rely in DANE to have information of their municipality, as well as in the capacity to analyze it.
- Regarding SDG localization, Envigado has already aligned its development plan, and has even done a special diagnosis of the municipality in relation to the SDGs. This has helped them find information gaps (for example data on noise pollution), as well as to find new areas of opportunity for action.
- In order to build their current development plan, they consulted previous plans in order to have continuity, in addition to international sources to establish their goals and indicators. Furthermore, for their monitoring and evaluation, they established information committees that serve as a linking entities between the planning secretary and the other government agencies.
- They work very closely with metropolitan authorities to strengthen their planning capacity.

ProSur

- Pro Sur is an alliance of private business that work towards promoting sustainability in the Aburrá Sur region. Despite not working too much with the SDGs, they have been working very deeply in multiple sustainability projects which include sustainable production consultancies; generating sustainability content for dissemination; align private sector indicators with the key sustainability metrics; and organize innovation challenges. Based on their experience, they are very interested in adding themselves to the initiative and find ways to incentivize the adoption of the SDGs.

TOOL FEEDBACK

- In the case of Aburrá Sur, the tool will need to rely in national statistics since the information provided by municipalities will most likely not be standardized, nor differ from national sources.



- The set of tools of Fundación Corona will be of special importance for the municipalities of the Aburrá Sur region since it will allow them to access disaggregated data, which is usually bundled within the metropolitan area.

Workshop Summary - BOGOTÁ PUBLIC

Date: 14 March 2018

Location: Bogotá Cómo Vamos, Cl. 71 #11-10, Bogotá, Colombia

Attendees:

Genny Sánchez Méndez (Secretaria de Medio Ambiente)

Libia Mireya Hernández (Secretaria de Medio Ambiente)

Carolina Guerrero (Secretaria Distrital de Hábitat)

Claudia Téllez (Secretaria Distrital del Hábitat)

Clara Inés Penagos (Secretaria de Planeación)

Adria de León (Secretaria de Planeación)

Alexander Montealegre (Observatorio de Mujeres, Equidad y Género)

Gisela Castrillon Moreno (Secretaria Distrital de Cultura, Recreación y Deporte)

Diego de Leon (Columbia SIPA)

Key findings

- **CURRENT PLANNING PROCESS**
 - **General process**
 - Mayors need to present their development plan during the election. After the elections, they a little have less than a year to adjust it to the local reality (main priorities and budget capacity).
 - **How they define goals and indicators**
 - In order to define their priorities, Bogotá's current mayor did a territorial assessment by district in order to determine the main challenges that need to be addressed. Additionally, the current development plan incorporates national and regional priorities, as well as the priorities of the administration (set during the elections).
 - For each goal a baseline is set at the beginning of the administration, which is usually monitored by the technical office in charge of the topic,



particularly for the environment indicators; however, some information depends directly from the national government.⁶⁵

- The participants agreed that standardizing indicators is a best practice, particularly if they want/need to be compared.

- **Monitoring and Evaluation process**

- There is a constant monitoring and evaluation of the progress of the administration in regard to the key performance indicators. There is an evaluation every three months for all the programs that require public investment, every six months for strategic programs, and yearly for every sectorial program.
- Oversight is carried out mainly by the Finance Ministry, but there are other specialized agencies that work on this inside every ministry, as well as within the government in general such as the General Comptroller.
- After each evaluation there is feedback for the agency in charge of each program in order to encourage a change in strategy if necessary.
- Besides the internal evaluations, the city of Bogota also rely on surveys applied directly to the citizens, as well as in external evaluation like the *Cómo Vamos*, the National Comptroller Office, and the Citizen's Council.
- While the biggest incentive for a good performance is budget distribution, it also depends on the pressure the national governments puts through national goals and the efficiency laws. However, in the case of Bogotá, citizen satisfaction is a big driver since the Mayor has big possibilities of running for the presidency.

- **LOCALIZING SDGs**

- **Awareness**

- Bogotá has no significant efforts in this regard. There is no technical team, nor legislation that promotes SDG awareness among the citizens of Bogotá.

- **Diagnostic**

- Since the current development plan was already developed, there has not been a formal diagnosis of the city that is completely aligned to the SDG. Nonetheless, the participants agreed that it is important and that there are many areas of opportunities. This will also give information an additional use, and help identify priorities.

- **Plan alignment**

⁶⁵ According to the Bogotá official this poses a major problem because progress is based in projections and does not necessarily show real change.



- According to the participants, the city of Bogotá has aligned its development plan, together with the local and district plans. However, no further information was provided.
- **Monitoring and Evaluation**
 - The exercise revealed that there was a very profound exercise with the Millennium development goals, but this has not been replicated with the SDGs.
- **Action**
 - Through this exercise the participants identified activities in the areas of gender, health and education that support the SDGs. However, they recognized that this was not necessarily done in the framework of the SDGs. Furthermore, they acknowledge the importance of partnerships in order to achieve a successful implementation, and how framing public projects with the SDGs can help to form these alliances.
- **FEEDBACK ON THE TOOL**
 - The participants seemed enthusiastic of the tools and saw the usefulness.
 - Highlighted the importance of standardization in order to enable comparison.
 - City should be classified in order to provide a fair comparison. If a city is poorly evaluated, that can become a political weapon against them. To avoid this, information needs to be contextualized to the reality of the city and its present reality. In this regard, Bogota does not see the utility to be compared to other cities in Colombia, but rather with other capitals in latin america.
 - Divide the SDGsby goal and indicator, so that people can evaluate the aggregated and disaggregated progress
 - Generate technical briefings that allow cities to understand their challenges and opportunities.
 - When a city is doing poorly on an indicator, help to understand why and how to improve it.
 - Address the temporality issues that not all indicators are measures at the same time, also that some data are estimations. In this sense, the latest census will most likely modify a lot of data.
 - Bogota does not agree with establishing goals to 2030, but rather goals that are updated every 5 years.

Conclusions, agreements and next steps:

Towards the end of the discussion, the participants agreed that it was necessary to work further, especially inside every secretary, to further evaluate how the SDGs align to their own indicators. For this, they recommended to create and strengthen current partnerships, particularly with the universities, as well as the creation of an observatory exclusively for the SDGs.



Workshop Summary - CALI PUBLIC

Date: 13 March 2018

Location: Centro Cultural Nelson Gorcés, Cali

Attendees:

Maria Eugenia Bolanos (Alcaldía de Cali Planeación)
B. C. Paz (Alcaldía de Cali Planeación)
Maria Eugenia Peláez (Alcaldía de Cali Planeación)
Jefferson Roa Usuga (Cali Cómo Vamos)
Diana Maria Perilla Galvis (Alcaldía de Cali Planeación)
Marvin M. Martinez (Cali Cómo Vamos)
Jessica Alejandra Munoz (Alcaldia de Cali Planeacion)
Mauricio Soto Martinez (Alcaldía de Cali Planeación)
Nathalia Ospina Gonzalez (Alcaldía de Cali Planeación)
Carlos A. Torres R. (Alcaldía de Cali Planeación)
Erika Heredia (Alcaldía de Cali Planeación)
Guido Escobar M. (Alcaldía de Cali Planeación)
Danelly Zapata (Alcaldía de Cali Planeación)
Yanny Alejandro Ramirez Gomez (Alcaldía de Cali Planeación)
Yenies Andis Lozano (Alcaldía de Cali Planeación)
Esteban Pelaez (Fundación Corona)
Jorge Salem (Columbia SIPA)
Sarah Goddard (Columbia SIPA)

Key findings:

CURRENT PLANNING PROCESS

- **General process**
 - Cali has three levels in the planning system - territorial, community, and municipal
 - Cali uses the SAP system to integrate indicators to report on different responsibilities of the government, but there isn't capacity to follow through with results and impacts
- **How they define objectives**
 - It's not possible to insert targets in the plans or strategies once the municipal planning process has ended; you have to align with existing targets
- **How they define goals**



- Cali's plan is aligned with the SDGs and already reports indicators to national planning
- The indicators they use are national (top-down)
- A challenge is the sustainability of targets - they should not change depending on who is in government; need to establish a plan that can happen from year to year
- If there is not a law saying that they have to collect data on something, they won't
- **Monitoring and Evaluation process**
 - High level actions/decisions are not made based on the data from this level

LOCALIZING SDGs

- **Plan alignment**
 - Gaps between the municipality and municipal plan should be used as targets in development plans
 - Problems of time - development plan is short term but SDGs are long term; and do not know if the strategies and programs have contributed to the reduction of gaps until after a considerable amount of time has passed
- **Action**
 - The planning of goals is part of a process that amalgamates laws, sectorial demands, mayor's campaign promises

FEEDBACK ON THE TOOL

- **Tool characteristics**
 - This tool might simplify too much - it's more complex than this visualization
- **Utility of the tool**
 - Need a methodology that all cities can use, and need different categories of municipalities to take complexity and context into account. Methodology should help cities make their own objectives aligned with the SDGs
 - An intersectoral group should define targets and propose them to be approved by the mayor

Workshop Summary - CALI PRIVATE

Date: 13 March 2018

Location: Centro Cultural Nelson Gorces, Cali



Attendees:

C. Perez (Universidad Autonomia de Occ.)
Carlos Borrero (Universidad Autonomia de Occ.)
Valentina Aponte (Universidad Autonomia de Occ.)
Oscar Parra (FOI Pacifico)
Juan David Millan (Universidad de San Buenaventura)
Alexander Muriel (Universidad de San Buenaventura)
Esteban Pelaez (Fundación Corona)
Marvin M. Martinez (Cali Cómo Vamos)
Jefferson Roa Usuga (Cali Cómo Vamos)

Key findings:

- **CURRENT PLANNING PROCESS**
 - **How they define objectives and goals**
 - Need to instrumentalize the SDGs and study the region to know what the most critical areas are in order to select appropriate projects
 - **Monitoring and Evaluation process**
 - Some indicators are missing and the level of detail in the indicators that the city measures is low; indicators need to be more detailed but also more in-depth
 - The city has indicators for certain issues but doesn't do anything with the indicators in terms of objectives or solutions. Need more action from the indicators.
- **LOCALIZING SDGs**
- **Awareness**
 - There needs to be more awareness raising
- **Diagnostic**
 - Indicators are not sufficient and do not reflect what they are trying to measure
 - Indicators need to be lowered to very local level (comuna y barrio) and there should be a participatory diagnostic for each commune
 - Academia should support the analysis of information from the indicators
- **Plan alignment**
- Strategies need to be interdisciplinary and intersectoral
- The tool to measure progress toward the SDGs needs to have open data that is open to the public
- **Monitoring and Evaluation**
 - Monitoring and evaluation process should be multisectoral



- **Action**
 - There needs to be policy/obligation
 - **FEEDBACK ON THE TOOL**
 - **Utility of the tool and visualization**
 - This type of tool would be used if there is a policy that makes it obligatory.
 - Before 2030 there will be three more development plans
 - It needs to be functional and applicable; visualization is the easiest way to understand things graphically
-

Workshop Summary - CARTAGENA PUBLIC

Date: 14 March 2018

Location: Cartagena

Attendees:

Jesus Torres Torralvo (Secretaría de Planeación Distrital)
Edinson Perez Lobo (Secretaría de Planeación Distrital)
Luz Marina Severiche (Secretaría de Planeación Distrital)
Luz Marlene Andrade (Secretaría de Planeación Distrital)
Maria Bernarda Perez (Secretaría de Planeación Distrital)
Yamil Gomez Rocha (Secretaría de Planeación Distrital)
Merly Serrato Mejia (Secretaría de Planeación Distrital)
Ester Maria Garcia Turizo (Secretaría de Planeación Distrital)
Yorlin Lans Vargas (Secretaría de Planeación Distrital)
Cesar Malambo Tous (Departamento Administrativo Distrital de Salud)
Marilyn Betancourt (Departamento Administrativo Distrital de Salud)
Mayerlis Guerrer (Departamento Administrativo Distrital de Salud)
Ethel Hadechini (Departamento Administrativo Distrital de Salud)
Marilyn Vivanco (Departamento Administrativo Distrital de Salud)
Walter Torres (Departamento Administrativo Distrital de Salud)
Maria Claudia Peña (Cartagena Cómo Vamos)
Jorge Salem (Columbia SIPA)
Sarah Goddard (Columbia SIPA)

Key findings

- **CURRENT PLANNING PROCESS**



- **General process:** The process starts with the mayor's development plan, and then the planning department incorporates the sector's demands, legislation, and now to some extent the SDGs.
 - **How they define objectives:** To a large extent indicators, up to 90% come from the central government, only 10% are set locally. The indicators are set based on the capacity, budget and staff available in the region. However, the high rotation of mayors have impede a long term vision for Cartagena.
 - **Monitoring and Evaluation process:** The planning department is responsible for monitoring and evaluating the performances of the contractors or executioners within the municipality. The planning department monitors the execution, but does not measures the impact of the action. Usually because there is lack of budget. Even if there is a technical feedback into the process, the decision making team (mayor) will prioritize investing in political relevant actions versus true needs shown in the M&E.
- **LOCALIZING SDGs**
 - **Awareness:** There is not a consolidated awareness SDG campaign.
 - **Diagnostic:** So far there is no Diagnostic exercise for the SDGs. However, there has being a sectorial diagnostic that captures the SDGs. Cartagena is in the phase of sensibilization of the technical teams of the district.
 - **Plan alignment:** Cartagena is currently aligned with the SDGs. The PDD (plan de desarrollo departamental) 2016-2019 aligns the strategy to the SDGs. Areas like health, security and education are particularly aligned.
 - **Monitoring and Evaluation;** There are scattered initiatives to M&E the SDGs. Education has pruebas del saber, in health the "plan decenal de salud." However, these are particular to the sector not to the SDG toolbox as a whole.
 - **Action:** The planning department meets to with the users on a regular basis, but it is up to the mayor or the central budget to upgrade the budget or increase the capacity to improve the condition.
 - **FEEDBACK ON THE TOOL**
 - **Utility of the tool:** Needs to be a software that is easy to use and simple. Do not expect the staff to fill this up if you do, they will not use it. Staff wants to be compared with the best. If it is developed the tool could be used by the planning team.



- **Tool visualization:** Visualization is a plus. If it is easy to read and understand will help to make the case compelling to the mayor.
- **City grouping (cluster):** Cartagena needs to compare but to similar cities. But they can not be compared to the poorest – if Cartagena compares to the poorest, they will look great, but compared to the best would be different – need to take context into account. Need to compare in an apolitical way.

Conclusions, agreements and next steps:

The planning team is willing to review the tool and provide feedback. The tool should be provided with the information completed. Comparison is essential to encourage the teams.

Workshop Summary - CARTAGENA PRIVATE

Date: 14 March 2018

Location: Cartagena

Attendees:

Representative (ACOPI Bolivar)
Representative (Centro de Pensamiento)
Representative (ANDI Sección Bolivar)
Maria Claudia Peña (Cartagena Cómo Vamos)
Jorge Salem (Columbia SIPA)
Sarah Goddard (Columbia SIPA)

Key findings

● **CURRENT PLANNING PROCESS**

- **How they define objectives:** The planning process does not take into account the civic society. Even though some actors attend the mesas de planeacion it ends up being written/sitting on someone's desk; unless you insist on something. Cartagena have 6 mayors in the past 6 years so you end up having a new development plan very often, but usually it is supposed to be a plan for 4 years. There is no accountability from the municipality to the people. The interests of the people are not aligned with the interests of the mayor. The people think about education, children, while the city does infrastructure, etc.
- **Monitoring and Evaluation process:** There is not a systematic manner to M&E the execution from the plans. Since there the municipality are not forced to be accountable. The Red Cómo Vamos is the only way in which monitor and evaluation



happen. The municipality monitors the result, but not the impact. The baselines are usually not clear.

- **LOCALIZING SDGs**

- **Awareness:** The municipality has not promoted the SDGs. Even though they have it in their plan, the SDGs do not trickle down to the people.
- **Diagnostic:** There is not an effort of diagnosing the SDGs in Cartagena.
- **Plan alignment:** SDGs are considered in the PDD, but they don't have the indicadores. There are key indicadores in the SDGs but for some the municipality does not do anything at all; Cartagena needs one on pesca but it does not exist
- **Monitoring and Evaluation:** Right now cities only annually measure whether or not they met targets; there are targets and indicators that they see, but the analysis is lacking, and they don't know how they can do something better to make change. If the tool can help form suggestions and create room for dialogue.
- **Action:** There is information, but taking it to action is the challenge.

- **FEEDBACK ON THE TOOL**

- **Utility of the tool:** The tool is important because it will allow the private sector to support the SDGs. The tool needs to bring visibility of what the municipality is doing so the private sector can direct its support to a particular SDG and in this way contribute to development of Cartagena in an organized manner. Collaboration is an essential SDG. Many businesses have many actions but don't have any idea of their impact and don't report to the city about it. This tool can help engage the private sector and encourage their commitment. In addition will aid the private sector to see the results of their works.
- **Tool visualization:** They agree is paramount

Conclusions, agreements and next steps:

During the planning process the municipalities does not take into account the private sector nor the civil society and the private sector takes actions but has no idea what their impact is and does not report to the city about it. Planning has become a real challenge in Cartagena due to the high rotation of mayors in the past 5 years. The interests of the people are not aligned with the interests of the mayor. There is a limited localization of SDGs. The municipality monitors and evaluates their project but never delves into the impact. The biggest challenge is once the M&E information and results are available the mayors do not take into action. The tool will be useful because it will foster partnerships. SDG #17 is critical.



Workshop Summary - MANIZALES PUBLIC & PRIVATE

Date: 13 March 2018

Location: Manizales

Attendees:

Alejandra Co.. G. (Efigas)
Alejandro Barrera Escobar (Investigador Cámara de Comercio Manizales)
Camilo Vallejo Giraldo (Gerente Corpocaldas)
Carlos Garcia (Construcciones CFC)
Daniel Villegas Arango (FINDETER)
Faber Hernandez (Investigador CONFA - Caja de Compensacion Familiar)
Freddy Leonardo Franco Idarraga (Director Instituto de Estudios Ambientales - Universidad Nacional de Colombia)
Juan David Urrea Hoyos (Construcciones CFC)
Jose Norman Salazar (Centro Colombiano de Derecho Médico)
Luis Alejandro Muñoz (Corpocaldas)
Luz Dary Vergara (Secretaria de Planeación - Alcaldía de Manizales)
Luz Elena Londono (FINDETER)
Mateo Rivera A. (Cámara de Comercio Manizales)
Sandra Milena Gomez (Cámara de Comercio Manizales)
Santiago Cardona Urrea (Universidad Nacional de Colombia)
Santiago Isaza (Fundación Luker)
Tatiana Ochoa (Secretaria de Medio Ambiente - Alcaldía de Manizales)
Luis Saenz (Red Cómo Vamos, Fundación Corona)
Lucia Haro (Columbia SIPA)
Lia Celi (Columbia SIPA)

Key findings

CURRENT PLANNING PROCESS

General process

- The municipality establishes an advisory group (that can include external professionals) to design their development plan. Each secretariat defines their plans.
- The process is participative, through working groups or 'mesas de trabajo' divided by potential areas and sectors. According to the municipality they run working groups in each district to listen to the community, understand their needs and problems.



- Civil society and private sector argued that even though the municipality runs participative round tables, they do not necessarily take into consideration the recommendations from civic society and private sector.
- **How they define goals**
 - Goals are established by sector and aligned to the SDG, National and Regional Development plans, and the 4-year strategic matrix.
 - An example of baseline definition for Caldas: designed by academia and CorpoCaldas: environment indicators, hydrometeorological, seismology, etc.
- **How they define indicators**
 - Each secretariat has its indicators, and these are defined based on the SDGs and what is established in the CONPES
 - The municipality generates some indicators, but there are some other economic topics that are generated by the DANE. Each secretariat has a statistics plan where they evaluate what information is produced and what information is needed.
 - The problem with information is that what is produced at the municipal level sometimes it is not considered official. This information does not have a technical fact sheet neither traceability.
- **Monitoring and Evaluation process**
 - Monitoring: Indicative plan, programming, monthly monitoring to the product targets and semestral monitoring to the result targets.
 - The municipality has an integral monitoring system to monitor the local performance
 - The municipality also has a Risk Unit adjacent to the municipality, and many entities to maintain the integral monitoring system
 - The civic society encouraged the municipality to resume the Sustainable Development Observatory from previous managements. The observatory worked under a methodology in partnership with the University of Toronto and Global Cities Institute. The Observatory worked on the POT (Territorial Plan), the definition and monitoring of indicators in environmental matters, and the indicators for the solid waste sustainability plan. The municipality mentioned that the initiative was not continued due to budget constraints
- **Others: Demand of information**
 - From Civic Society: The information is deficient, and the dissemination is low and not transparent enough. The government of Caldas wants to do a real time monitoring, but the dissemination of information is not differentiated. If the information is disseminated using a very technical language, the civic society would not be engaged.
 - From the National University: Suggestion to have open access data. At the same time, members from the academia mentioned the municipality does



not have the capacity to process all the data available and suggested a partnership with civic society associations and the academic for the data processing.

- The National University also mentioned that it would be interesting to include information from the private sector. As an example they mentioned the information available from Waze and Uber that could help measure the quality of transportation in the city.

LOCALIZING SDGs

- **Awareness**
 - There has not been a specific work to generate awareness. There has been some initiatives of the Cómo Vamos Manizales Network, but there should be a partnership between public and private sectors to start generating awareness in the city.
 - The municipality can do an exercise to evaluate which of their initiatives is somehow related to the SDG.
 - A strong communications strategy requires resources, and this is something the municipality has not done yet.
- **Diagnostic**
 - In relation to poverty, the statistics show that Manizales has low levels of objective poverty compared to other regions of the country. In the indicators of monetary poverty, multidimensional index, urban quality of life, the city appears to be in good shape. The main challenges come when measuring employment generation and labor opportunities.
 - There is not a clear strategy for employment generation, especially for the young sector. There is also not a strategy to avoid big business to leave the city causing unemployment.
 - There are not logics of business competitiveness, they are currently too vulnerable.
 - The geographic conditions also prevent the city to grow more.
 - In terms of transportation, there is traffic congestion, and there are no incentives for clean transportation or clean energies for the city.
 - To make a diagnostic, the Cómo Vamos Manizales Network reports are a good starting point as they include the measurement of some relevant indicators.
- **Plan alignment**
 - There are no specific strategies for SDGs 1, 2, and 5, though these have been announced in the plans.
 - There is also no monitoring for infant nutrition indicators.
 - In terms of education, this is worked both from the public and from the private sector.



- In terms of water coverage, there is good coverage in the aqueduct, and the municipality supposedly has plans for a new treatment plant. The water coverage is good in urban settings, not so good in rural settings.
- Energy: There are no plans for clean energies
- What documents to demonstrate: for education SUMA alliance, Cómo Vamos City Network is more focused in higher-education, but there is not so much about primary and secondary education. Also important to include environment monitoring.
- **Monitoring and Evaluation**
 - Two sources that can be relevant: Cómo Vamos Network report, and the City Plan
 - Manizales has 50% of progress in terms of monitoring and evaluation of SDGs. The dynamics of the Cómo Vamos and the City Plan have not consolidated yet nor have they aligned to private sector or civic society dynamics. On the other hand, there are many organizations contributing to the SDGs through their sustainability reports, but these are not being considered.
 - There are also other civic society organizations that have initiatives not necessarily framed under the SDGs but related to sustainability.
 - The main problem according to the participants is the disarticulation between sectors.
 - Everyone demands from the municipality to report about SDG progress, but there are other sectors that contribute that are not been measured.
 - It is important to articulate the City Plan from all sectors, not only demand information to the municipality from outside. A strategy that could articulate all the actors is missing.
- **Action**
 - The participants considered that the program execution is aligned to the SDGs and with regional and local policies.
 - The problem is that some of the actions are not necessarily aligned to the SDG.
 - Regarding awareness, there are many organizations for that, but the challenge is to work as allies to have a stronger visibility.
 - The documents to demonstrate the city's stage could be the PODCA of the Chinchina River's basin, and the environmental management of the basin. There has been good progress in partnership with CorpoCaldas. Other documents that could serve as proof could be the Education Strategic Plan, and the POT.
 - Other documents that could help are from the Manizales Cómo Vamos about SDG performance and events held by the Network.
 - CorpoCaldas also has certifications to global agreements. An idea would be to create some type of 'green book' with the plans.



- **SDG PERFORMANCE**

- **Rational used to define goals/indicators**

- SDG 1,2,3: Indicators defined based on what is possible to measure, and targets based on OCDE values for comparability.
- SDG 4 (Education): There should be more inclusion of indicators that measure quality, besides from coverage. Also, there should be indicators of inclusion (students with disabilities, LGTI students)
- SDG 5 (Equality): Currently the indicators are too binary (men/women), there should be LGBTI indicators. Other indicators that can be included are: (i) participation in the labor market by gender, (ii) gender inclusion in management roles.
- SDG 6 (Water and Sanitation): The indicators that exist today are too focused on the urban sector, not on the rural areas. Indicators should also measure water and sanitation in rural areas. One indicator could include measuring the use of rainwater. Also, today indicators are not focused on preservation and re-utilization, indicators should be more focused on consumption than on water use.
- SDG 7 (Energy): Focused on the energy utilization of regular citizens. Another consideration could be measuring the reduction of vehicles with fossil energies, the goal would be to reduce it by 50% for 2030, and prohibit their sell by 2040. Another indicator could be to measure the % of clean energies consumed by households and business.
- SDG 8 (Employment and Economic growth): Some indicators that should be considered are: direct contracts, rate of economic growth, informality rate (currently is around 40% the goal would be 20%), social security coverage, youth unemployment rate, among others. The municipality should consider lowering the labor intermediation, currently there is no strategy in place.
- SDG 9 (Industry, Innovation, Infrastructure): Some indicators that can be consider are the % of sustainable construction projects, waste water treatment, among others. The municipality should grow in 4% and increase the % of decent labor.
- Others: Some indicators to consider are the Palma, the Theil, monetary income. The goal is to reduce the income gap, and have less concentration in the top deciles. The way of measuring it would be through the household survey.
- Others: Other indicators that could be measured are local income generation versus the distribution in social, environmental and economic investment. The goal is to have equilibrium between income and investment in sustainability. This could be measured through government entities and also the private sector.



- **FEEDBACK ON THE TOOL**

- **Tool characteristics**

- The platform control and the information system should transcend governments. The municipality does not have the capacity to generate all the information needed. The system or platform should consider information from the private sector (e.g. productive sectors) and include the source of information for validity.
- Moreover, universities are a good source of information. Sometimes the information ends inside the university and is never published (e.g. the environmental monitoring linked to meteorological topics).
- It would be useful to have an entity that collects and publishes information from different sectors, and to make sure it is always up to date.

- **Utility of the tool**

- The private sector was interested in the city's strategies and how the impact of these strategies would be measured.

- **City grouping (cluster)**

- When grouping cities and presenting the information, it would be important to define precisely it is referring to the Manizales municipality or to all Manizales. The same should be applied to other cities.

- **Conclusions, agreements and next steps:**

- The main takeaway from the joint workshop was the importance of working collaboratively among sectors to achieve the SDG. All the participants agreed on the importance of having a shared dream and objective for the city, independently of the sector you belong to. This workshop was the first approach of these sectors to start working together and collaborate.

Workshop Summary - MEDELLIN PUBLIC

Date: 16 March 2018

Location: Fundación ProAntioquia, Av. El Poblado #150, Medellín, Antioquia, Colombia

Attendees:

Isabel Cristina Grajales (Prof. Especializada)
Carlota Ramirez Garcí (Prof. Universitaria)
Charles Augusto Lodoño (Prof. Universitario)
Norma Mejia Suarez (Subdirector Administrativo)
Eduardo Trujillo Garcia (Contratista Enfoque Población)
Luisa Gómez Ángel (Prof. especializada)



Diego de Leon (Columbia SIPA)

Key findings

● CURRENT PLANNING PROCESS

○ General process

- In the case of Medellín, the goals and indicators were defined before the SDGs were approved in late 2015. Therefore, the SDG alignment was a post-ed. exercise.

○ How they define goals

- From the 551 indicators the municipal development plan contains, the department of planning evaluated which ones were aligned to the SDGs. Although it was a simple exercise, it took time and required of special partnership for it to be completed. At the end of the exercise, it was determined that 320 indicators matched the SDG.

○ How they define indicators

- According to the attendees, the current Mayor did his campaign plan based taking into account the progress achieved by past administrations (they are from the same party). After the election, the plan was technically revised that is mainly based in the budget. However, it also depends on the quality and availability of information.
- In the case of Medellín, there was also participation of civil society in the elaboration of the plan and the further alignment of the SDG. This is mainly done through partnerships with local and international organization, that provide external validation, but also through polls and survey. Unfortunately, usually the latest do not have a large participation.

○ Monitoring and Evaluation process

- Medellín used both national and local data in order to monitor its progress through the use of specialized institutions that help monitor and evaluate progress, as well as to plan specific intervention to address the challenges that arise. Nonetheless, they did recognize the lack of a long-term evaluation, mainly due to the lack of long term goals.

● LOCALIZING SDGs

In general, Medellín is more advanced than other cities. However, up to this moment, they have focused more in consolidating their work within the government than outside. In this regards, the city of Medellín is ahead in the aligned diagnosis and the development plan; but have not participated in many awareness raising activities, nor have implemented specific policies that are aligned to the SDGs.



Interestingly, the city of Medellín is currently working in writing a city pact (similar to a CONPES, but only binding at the city level), in which the current government and subsequent administrations will have to adopt the SDGs and indicators into their development plans up to 2030, as well as to adopt 2030 goals that will be revised and adapted every five years (2020 and 2050). Finally, Medellín is also looking to align their territorial development plan (POT) with the SDGs. These projects are expected to be carried out before 2019, before the present administration changes.

● **SDG PERFORMANCE**

As it was already started, the city of Medellín has already done an internal diagnosis and aligned their development plan. Consequently, they are currently focused in establishing the goals the city will have in 2020, 2025 and finally 2030. For this, they have done internal consultation, as well as surveys to the city population. The next steps is to get external validation from local and international NGOs, as well as to set strategic alliances that help carry out the projects throughout administration and gather missing data. Furthermore, in order to secure a correct implementation, special workgroups the city of Medellín is ensuring the correct implementation of the data-based policies.

The establishment of long-term goals has become a priority for Medellín since they are very advanced in their current plan (41% targets have been accomplished, 14% near completion, but 12% have insufficient data to assess progress). For this, establishing alliances with Universities and the national government has been of particular importance to fill the information gaps.

● **FEEDBACK ON THE TOOL**

Medellín is very interested in having a tool that helps them evaluate and monitor their progress towards the SDGs since they do not have one currently in place. Additionally, these tools will also help them to strengthen their internal work in order to see what secretaries are doing better, as well as to contrast their own internal information.

Regarding the indicators, the city of Medellín is interested in having external indicators to which they can contrast their own information since they are very keen to receive external validation. They only indicate that this should be based in a universal unit, measurable throughout time, and tackle real problems. They also see value in this as a way to prioritize indicators and goals.

Some challenges Medellín foresee for the project is the difficulty to standardize indicators, and goal validation. Nonetheless, they remain optimistic and see this as a case study that could be replicated globally.

Finally, they are also very interested in learning from other international experiences on how to measure and implement the 2030 Agenda, as well as to strengthen local partnership such as the one with Antioquia Sostenible.



Workshop Summary – QUIBDÓ PUBLIC

Date: 14 March 2018

Location: Quibdó

Attendees:

David Iloreda Chala (Alcaldía de Quibdó)
Isaias Chalá (Alcalde de Quibdó)
Julio Alvarez (Alcaldía de Quibdó)
Jhon Palacios (Alcaldía de Quibdó)
Catalina Giraldo (Camara de Comercio)
J.Elias Cordoba V (Uniclairetiana)
Russelli Valencia Escobar (Alcaldía de Quibdó)
Carlos Ventura Mena Cuesta (Alcaldía de Quibdó)
Luis Delascar Valencia (Uniclairetiana)
Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)
Lucia Haro (Columbia SIPA)
Lia Celi (Columbia SIPA)

Key findings

- **CURRENT PLANNING PROCESS**

- **General process**

- The private sector does know of the existence of actions that the municipality creates to take them into account, but they feel it is not reasonable at the end of the day because many of the projects and numbers they ask are not given to them. At the end they have to build their own data with no base line nor resources.

- **How they define goals and indicators?**

- Depending on each one's specialization they first look for goals and then find indicators in most cases. Many of the goals are defined by information that organizations at a national level require and to attract funding from organizations.

- **Monitoring and Evaluation process**

- When this subject was discussed all the participants agreed that this is important to follow up investments from other organizations have done in



the municipality and to demonstrate where their funds went. However, monitoring and evaluations is expensive. For example, for the Commerce Chamber to go and see what companies closed or remain operating they need to hire people to go from door to door. Many of these activities are limited to urban areas.

- **LOCALIZING SDGs**

- **Awareness**

- There haven't been any efforts from the local government nor other private organizations to generate awareness regarding the SDGs.
- For many of the attendees this subject was new and had to be explained.
- They were interested to learn how civil society can take part of creating awareness as well as being an active evaluator of what the government is promising and really doing.
- The SDGs could be an opportunity to have civil society involved in local policies and have coherence between what is needed in Quibdó and what is done.

- **Diagnostic**

- There is no material of development plans of the local government.
- The government continuously states there is an improvement in the health department, however it is not demonstrated in hospitals and health services.

- **Plan alignment**

- Attendees know of the existence of a plan, but they don't know if they are aligned to the SDGs.
- There's a need to continuity in the work local authorities do. Maybe by aligning them with the SDGs and getting goals they will work to create continuity between governments regardless of the political party.

- **Monitoring and Evaluation**

- Population has no access to information of the efforts of the public sector in reducing poverty.
- Local government uses social media to post news, but is an excluding mean of communication.
- There is some information on the SDG2, but they don't know if the data is consistent in time.
- On education and health, although most policies come from the national government, the local government should communicate their priorities and



- **Action**
 - NA
- **SDG PERFORMANCE**
 - **General observations of the process**
 - Mayor made an observation of how he has done international trips to learn about SDGs and how to bring them to a national level.
 - Although there is a vague knowledge of the Goals, they still explained how some local plans align to the SDGs.
 - **Rational used to define goals/indicators**
 - They take, as a starting point, the National Government's suggestions, however these require monetary support.
 - Most of their goals are related to specific investment projects, for example if the IDB gives them money they need to work around their requirements.
 - The municipality works with a traffic light model to analyze the progress and fulfillment of the action plans, each plan depends on the different secretaries. They are multiannual and at the end of the period it allows to identify how much of the plan was fulfilled.
 - Each goal has a proportion on the final plan, and affects to the final result of the Municipality.
 - **Gaps in information identified**
 - Work with ministries to get results of their projects.
 - Do comparative exercises.
 - Ministry does comparisons between cities that get a higher tax collection rate and are more independent.
- **FEEDBACK ON THE TOOL**
 - **Tool characteristics**
 - They are concern with the type of goals. Who will establish them and who will evaluate them? They underline that they already have an internal system to evaluate their progress.
 - **Utility of the tool**
 - They feel the tool could help them improve their development towards the SDGs.
 - They need financing to achieve SDGs and special people working on them.
 - How do you build a formula so that the measurement won't harm them
 - **Tool visualization**
 - They were satisfied with the presentation of the tool because they already use a traffic light model.
 - **City grouping (cluster)**



- This is one of their biggest concerns, because they feel they are always seen as the last and worst, however they might still be improving from where they were before.

Conclusions, agreements and next steps:

The municipal team made clear they did have plans and were willing to share them with the society, however only after special request. They believe most comparisons with other cities are cruel because of the type of population they have in the region. They've become more independent regarding financial stability but they are still paying past debt. They lack of personnel with capabilities to apply to monetary resources of the National Government for special projects.

Workshop Summary – QUIBDÓ PRIVATE

Date: 14 March 2018

Location: Quibdó

Attendees:

Myrna Parra (Camara de Comercio de Choco)
Luis Delascar (Uniclaletiana)
Monlio Gambo (Prosperidad Social)
Libid Gomez (ICBF)
Eida Banahona (Personeria Municipal)
Nelly Cuesta, (SuperSalud)
Irina Pertuz (Universidad Cooperativa de Colombia)
Rafael Maki (INDECHO)
Yoeira Cleovera (Personeria Municipal)
Nidia Mayo (SuperSalud)
Teresa Herrera (VAN)
Leonardo Valois (U.T.C.H.)
Luis Saenz (Cómo Vamos Network Coordinator, Fundación Corona)
Lucia Haro (Columbia SIPA)
Lia Celi (Columbia SIPA)

Key findings

● CURRENT PLANNING PROCESS

○ General process

- The private sector does know of the existence of actions that the municipality creates to take them into account, but they feel it is not reasonable at the end of the day because many of the projects and



numbers they ask are not given to them. At the end they have to build their own data with no base line nor resources.

- **How they define goals and indicators?**
 - Depending on each one's specialization they first look for goals and then find indicators in most cases. Many of the goals are defined by information that organizations at a national level require and to attract funding from organizations.
 -
- **Monitoring and Evaluation process**
 - When this subject was discussed all the participants agreed that this is important to follow up investments from other organizations have done in the municipality and to demonstrate where their funds went. However, monitoring and evaluations is expensive. For example, for the Commerce Chamber to go and see what companies closed or remain operating they need to hire people to go from door to door. Many of these activities are limited to urban areas.
 - **Others: Demand of information**

- **LOCALIZING SDGs**

- **Awareness**
 - There haven't been any efforts from the local government nor other private organizations to generate awareness regarding the SDGs.
 - For many of the attendees this subject was new and had to be explained.
 - They were interested to learn how civil society can take part of creating awareness as well as being an active evaluator of what the government is promising and really doing.
 - The SDGs could be an opportunity to have civil society involved in local policies and have coherence between what is needed in Quibdo and what is done.
- **Diagnostic**
 - There is no material of development plans of the local government.
 - The government continuously states there is an improvement in the health department, however it is not demonstrated in hospitals and health services.
- **Plan alignment**
 - Attendees know of the existence of a plan, but they don't know if they are aligned to the SDGs.



- There's a need to continuity in the work local authorities do. Maybe by aligning them with the SDGs and getting goals they will work to create continuity between governments regardless of the political party.
- **Monitoring and Evaluation**
 - Population has no access to information of the efforts of the public sector in reducing poverty.
 - Local government uses social media to post news, but is an excluding mean of communication.
 - There is some information on SDG2, but they don't know if the data is consistent in time.
 - On education and health, although most policies come from the national government, the local government should communicate their priorities and
- **FEEDBACK ON THE TOOL**
 - **Tool characteristics**
 - It is very complete, and underlines the importance of having a third party evaluating the evolution of the city as well as pushing next governments to improve themselves.
 - **Utility of the tool**
 - Each civil society organization has different requirements on the type and amount of information that the tool should provide.
 - However, this problem is a consequence of the lack of availability of information provided by the public sector.
 - **Tool visualization**
 - Visualization is clear and dynamic, helps non specialist follow the results.
 - **City grouping (cluster)**
 - City grouping should separate them according to the size of the city and their economic status.
 - It is important to see a comparison with others to become more efficient and able to compete

Conclusions, agreements and next steps:

Attendees were demotivated by the work of the local government. They feel that although there was some continuity in today's plans, it was an impulse from the beginning of the eight-year mandate and that now they have lost viability and strength. They also feel that by creating goals aligned to the SDGs it will create a continuity between governments of different political parties. Finally, they agreed that Quibdó should be compared to other cities but not to the rich ones, but to similar ones.



Annex 8: Survey Results

Public Sector [[LINK](#)]

Private Sector [[LINK](#)]

For full survey results, please see separate Annex 8 document.



Annex 9: SDG Localization Tool (Spanish)

Introducción:

El objetivo de la herramienta de localización de los ODS es por un lado entender en qué nivel de apropiación de los ODS se encuentra cada municipalidad que utilice la herramienta de medición, mientras que por el otro orientar a las municipalidades en cómo pueden localizar los ODS. Esta herramienta se creó en base a la generación de un compendio de buenas prácticas publicadas en documentos emitidos por organizaciones como UCLG, UNDP, y Global Task Force donde básicamente describían las mejores prácticas de localización alrededor del mundo. Este compendio divide las buenas prácticas en 4 categorías:

- Generando conciencia y promoviendo los ODS
- Diagnóstico del estado actual y diseño de estrategias para apropiación
- Implementación de las estrategias
- Monitoreo y evaluación de la implementación

Esta herramienta se prevé como un complemento de la parte de medición de indicadores. Lo que se busca a través de esta parte es entender qué prácticas están siguiendo las ciudades con buen desempeño en los ODS y buscar replicar esta receta en las otras ciudades para que también puedan implementarlas.

Con respecto al uso, esta herramienta se debe utilizar dos veces por gobierno municipal. En otras palabras, se debe de medir la performance de las municipalidades cada dos años. Esta herramienta debe de ser llenada por la Red de Ciudades Como Vamos con el apoyo de personal de la municipalidad. Para hacer oficial el uso del resultado la RCCV debe de validar el resultado con representantes de la municipalidad.

| 1 | GENERANDO CONCIENCIA | | | | Rubrica | | | |
|---|---|-----|----|---|-------------|--|--|--|
| | Generando Conciencia Ciudadana | Yes | No | Evidence | Comentarios | Verde | Amarillo | Rojo |
| | # de eventos o talleres de generación de conciencia ciudadana sobre los ODS | | | Curriculum, Fotografías, Lista de Participación, Curriculum de capacitación, fotografías, agendas | | De 5 a 10 eventos | De 2 a 4 eventos | De 0 a 1 eventos |
| | Se designan embajadores de los ODS en la sociedad civil | | | Acta firmada | | Acta firmada, con embajador de los ODS designado | Embajador de los ODS identificado, no acta firmada | No hay acta firmada, no hay embajador identificado |
| | | | | | | | | |
| 2 | PROMOVIENDO LOS ODS | | | | | | | |
| | | | | | | | | |
| | Alianzas multisectoriales o fomento de la implementación de las ODS entre el sector público, privado y sociedad civil | | | Acta firmada, lista de miembros | | Acuerdo firmado y evidencia de acciones que se han tomado para implementar las ODS entre la municipalidad y actores de la sociedad | Acuerdo firmado entre distintas partes | No hay acuerdo |
| | Tiene un acuerdo ciudad para políticas/prácticas para facilitar conversaciones sobre los ODS con otros niveles de gobierno | | | Acuerdo firmado | | Acuerdo firmado | Acuerdo informal | No hay acuerdo |
| | Participa en observatorios/mesas de trabajo para la promover la implementación de la Agenda 2030 y por defacto la apropiación de las ODS a nivel nacional, regional, y municipal. | | | Acuerdo firmado, agendas, documentos de las mesas de trabajo | | Participación total | Poco participación | No participación |



MEASURING PROGRESS TOWARD THE SDGS IN URBAN CONTEXTS IN COLOMBIA

| 3 DIAGNÓSTICO | Yes | No | Evidence | Comentarios | Rubrica | | |
|---|-----|----|---|-------------|---|--|--|
| | | | | | Verde | Amarillo | Rojo |
| Ha realizado un estudio de base de los ODS para definir sus prioridades | | | Resultados del estudio de base | | Estudio de base realizado y analizado | Estudio de base en proceso | No estudio de base |
| 4 ESTRATEGIA | | | | | | | |
| Existe una calendarización y presupuesto municipal para la ejecución de los ODS a nivel territorial | | | Cronograma, presupuesto y plan de ejecución | | De 10 a 17 ODS con recursos y fechas de ejecución | De 5 a 9 ODS con Presupuesto y fechas de ejecución | De 0 a 4 ODS con presupuesto y fechas de ejecución |
| Ha alineado sus planes locales con los ODS | | | Plan de desarrollo | | metas e indicadores alineados | indicadores alineados | no esta alineado |

| 5 IMPLEMENTACIÓN | Yes | No | Evidence | Comentarios | Rubrica | | |
|---|-----|----|-------------------------|-------------|--|--|--|
| | | | | | Verde | Amarillo | Rojo |
| Tiene planes de capacitación para el manejo de los ODS en su municipalidad | | | Planes de Capacitacion | | Gerencia de sectores y planificacion capacitados | Solo gerencia de planificacion | Ninguna gerencia capacitada |
| Personal interno designado para promover las ODS dentro de las municipalidad: Rol: Liderar la implementacion de los ODS de manera efectiva Fomentar la apropiacion de los ODS por sector | | | Perfil del Trabajo | | Municipalidad cuenta con por lo menos 1 persona que activamente promueve las ODS | La municipalidad cuenta con un persona responsable en la implementacion de las ODS dentro de la gestion municipal (champion) | No tiene personal activo designado para promover la apropiacion de las ODS |
| Personal/ Contratistas contratadas para el monitoreo y ejecucion de las ODS | | | Matriz de Planificacion | | De 10 a 17 ODS tiene personal/ contratistas para ejecutar proyectos relacionados a las ODS | De 5 a 9 ODS tiene personal/ contratistas para ejecutar proyectos relacionados a las ODS | De 0 a 4 ODS tiene personal/ contratistas para ejecutar proyectos relacionados a las ODS |

| 6 MONITOREO Y EVALUACION | Yes | No | Evidence | Comentarios | Rubrica | | |
|--|-----|----|--|-------------|--|---|---|
| | | | | | Verde | Amarillo | Rojo |
| Monitorea y evalua el progreso de los indicadores de los ODS a traves de sistemas de informacion | | | Plan de monitoreo trimestral | | Monitorea de 10 a 17 ODS contratistas | Monitorea de 5 a 9 ODS con contratistas | Monitorea de 0 a 4 ODS con contratistas |
| La información recolectada de sus indicadores es utilizada por el departamento de planeación a nivel nacional? | | | Reportes sectoriales que alimentan DANE | | Alimentan la base de DANE | Ciertos sectores alimentan la base del dane | No reporta informacion al DANE |
| Promueve la participación de los ciudadanos en la revisión y monitoreo de los resultados de los ODS | | | Formacion de comites/ alianza con sociedad civil | | Comite formado/ e inspeccion ejecutada | Al menos un comite formado | Ningun comite formado |

| 7 AJUSTES | Yes | No | Evidence | Comentarios | Rubrica | | |
|---|-----|----|------------------|-------------|-------------------------------|------------------|------|
| | | | | | Verde | Amarillo | Rojo |
| Existe espacios de reflexion para evaluar el progreso de las ODS dentro de la municipalidad | | | Actas de Reunion | Si, en ODS | Si hay espacio pero no de ODS | No se reflexiona | |
| Adoptan medidas correctivas con respecto al progreso de las ODS | | | Planificador | Si, en ODS | Si hay espacio pero no de ODS | No se reflexiona | |
| Existe alguna division de aprendizaje, documentacion y cambio de direccion | | | Actas de Reunion | Si, en ODS | Si hay espacio pero no de ODS | No hay espacio | |

Editable version [[LINK](#)]



Annex 10: Complete list of indicators (Spanish)

SDGs 1-3

| ODS | Indicador | Fuente | Consulta | Indicadores trazadores | Unidad | Target | Criterio para Target | Comentario |
|--|---|--|------------|------------------------|----------|---------|--|--|
| ODS 1 | Incidencia de pobreza monetaria extrema | DANE | FC | TC | % | 0 | Meta ONU | |
| | Incidencia de pobreza monetaria | DANE | FC | | % | 18.7 | Meta CONPES | Considerar por regiones: Las regiones mas cercanas a Best (Meta 12%), las mas cercanas a Worse (Meta 27%) |
| | Porcentaje de población afiliada al sistema de salud | Ministerio de Salud | FC | | % | 99 | Meta CONPES | |
| | Porcentaje de Ocupados afiliados a sistema de pensiones | DANE-GEIH | Conpes | | % | 58.8 | Valor mayor | Mantener la cobertura igual o mayor que la ciudad con mayor cobertura en 2015 |
| | Incidencia de la Pobreza Multidimensional (IPM) | DANE - Encuesta Nacional de Calidad de Vida (ECV) | Conpes | X | % | 8.4 | Meta CONPES | Linea Base 2015 de FC, solo hay datos disponibles para Bogota |
| ODS 2 | Tasa de mortalidad por desnutrición en menores de cinco años (por cada 100.000 menores) | DANE | FC | X | personas | 0.3 | Meta CONPES Bogota | |
| | Índice de precios al consumidor en el grupo alimentos | DANE | FC | | | | | |
| | Porcentaje de nacidos vivos con bajo peso al nacer | | Ciudadatos | | % | 4.33 | OECD Health Data | OECD target is set as a fraction or multiple of the score of the OECD median country in the reference year (http://www.oecd.org/sdd/OECD-Measuring-Distance-to-SDG-Targets.pdf) |
| | Porcentaje de desnutrición crónica en menores de 5 años | | Ciudadatos | | % | 4.4 | Valor Mayor | Mantener el porcentaje igual o menor que la ciudad con menor % en 2015 |
| | Proporción de población con Inseguridad alimentaria moderada o severa (LEVE O MODERADA) | ENSIN (2010) | Conpes | TC | % | 13.9 | Meta CONPES | La información esta desagregada por 'leve o moderada' y 'severa'. Se incluyo una fila adicional para incluir ambos |
| Proporción de población con Inseguridad alimentaria moderada o severa (SEVERA) | ENSIN (2010) | Conpes | TC | % | 0 | UN-STAT | La información esta desagregada por 'leve o moderada' y 'severa'. Se incluyo una fila adicional para incluir ambos | |
| ODS 3 | Razón de mortalidad materna a 42 días (por cada 1.000 nacidos vivos) | DANE | FC | X | Personas | 32 | Meta CONPES | |
| | Tasa de mortalidad infantil (menores de un año) (por cada 1.000 nacidos vivos) | DANE | FC | TC | Personas | 5.39 | Valor Mayor | Mantener la tasa igual o menor que la ciudad con menor tasa en 2015 |
| | Cobertura vacunación pentavalente en menores de 1 año | DNP | Terridata | | % | 100.6 | Valor Mayor | Mantener la cobertura igual o mayor que la ciudad con mayor cobertura en 2015 |
| | Tasa de mortalidad por enfermedades cardiovasculares por cada 100.000 habitantes | DANE | FC | | Personas | 104.7 | Valor Mayor | Mantener la tasa igual o menor que la ciudad con menor tasa en 2015 |
| | Tasa de fecundidad en mujeres de 15 a 19 años (Por cada 1.000 Mujeres de 15 a 19 años) | DANE | FC | | Personas | 40.4 | Valor Mayor | Mantener la tasa igual o menor que la ciudad con menor tasa en 2015 |
| | Porcentaje de transmisión materno- infantil del VIH/SIDA | MinSalud - Sistema de Información para la Vigilancia en Salud Pública (SIVIGILA) | Conpes | | TC | 2 | Meta CONPES | |

SDGs 3-6

| | | | | | | | | |
|--|--|--|-----------|----|----------|-------------|---|--|
| ODS 4 | Cobertura neta en educación preescolar | Ministerio de Educación | Terridata | | % | 100 | OECD Education Statistics | |
| | Cobertura neta en educación secundaria | Ministerio de Educación | Terridata | | % | 100 | Meta CONPES | |
| | Tasa de cobertura bruta en educación media | MinEducación - Sistema Nacional de Información de Educación Superior (SNIES) | Conpes | X | % | 100 | Meta CONPES | |
| | Porcentaje de estudiantes que alcanza nivel satisfactorio o avanzado en prueba de Matemáticas de Saber 5 | ICFES | FC | | % | 71 | Meta CONPES | Se tomo en cuenta la diferencia ya que en la Meta CONPES se mide por nivel insatisfactorio |
| | Porcentaje de estudiantes que alcanza nivel satisfactorio o avanzado en prueba de Lenguaje de Saber 5 | ICFES | FC | | % | 92.8 | Meta CONPES | Se tomo en cuenta la diferencia ya que en la Meta CONPES se mide por nivel insatisfactorio |
| Tasa de cobertura en educación superior | Ministerio de Educación (2012) | FC | TC | % | 77.4 | Valor Mayor | Mantener la cobertura igual o mayor que la ciudad con mayor cobertura en 2015 | |
| ODS 5 | Municipios que cuentan con mecanismo intersectorial para el abordaje de las violencias de género | MinSalud - Línea de Violencias de género. | Conpes | | | 100 | Meta CONPES | |
| | Mujeres víctimas de violencia de pareja por cada 100.000 mujeres | Medicina Legal | FC | | Personas | 94.21 | Valor Mayor | Mantener la tasa igual o menor que la ciudad con menor tasa en 2015 |
| | Mujeres víctimas de violencia intrafamiliar Distinta a la de pareja por cada 100.000 mujeres (no incluye contra NNA) | Medicina Legal | FC | | Personas | 32.54 | Valor Mayor | Mantener la tasa igual o menor que la ciudad con menor tasa en 2015 |
| | Mujeres víctimas de homicidio por cada 100.000 mujeres | Medicina Legal | FC | | Personas | 1.9 | Meta CONPES | |
| | Brecha del tiempo dedicado a quehaceres domésticos y cuidados no remunerados por hombres y mujeres | DANE - Encuesta Nacional de Uso del Tiempo (ENUT) | Conpes | TC | | 74.10% | Meta CONPES | |
| Brecha de ingreso mensual promedio entre hombres y mujeres | DANE - Gran Encuesta Integrada de Hogares (GEIH) | Conpes | X | | 15% | Meta CONPES | | |
| Porcentaje de mujeres en cargos directivos del Estado Colombiano | Departamento Administrativo de la Función Pública | Conpes | | | 50% | Meta CONPES | | |
| ODS 6 | Porcentaje de población que habita en hogares que cuenta con servicio de acueducto en su vivienda (Agua potable) | DANE-GEIH | FC | X | % | 100 | Meta CONPES | |
| | Porcentaje de población que habita en hogares que cuenta con servicio de alcantarillado en su vivienda | DANE-GEIH | FC | TC | % | 100 | Máximo valor posible | |
| | Porcentaje de agua residual que recibe tratamiento | Empresas del servicio de Agua | FC | | % | 68.6 | Meta CONPES | |

SDGs 7-9



MEASURING PROGRESS TOWARD THE SDGS IN URBAN CONTEXTS IN COLOMBIA

| | | | | | | | | |
|-------|---|--|-----------------|----|---|------|--|--|
| ODS 7 | Porcentaje de personas que habita en viviendas con servicio de electricidad | DANE-GEIH | FC | X | % | 100 | Meta CONPES | |
| | Porcentaje de personas que habita en viviendas con servicio de gas natural | DANE-GEIH | FC | | % | 100 | Máximo valor posible | El gas natural es el tipo de combustible más amigable con el ambiente por lo que su distribución es crucial. |
| | Consumo de energía eléctrica por unidad de Valor agregado | | Línea Base 2015 | TC | | | | |
| ODS 8 | Tasa de crecimiento del Valor agregado anual | DANE | Terridata | | | | | |
| | Tasa de informalidad laboral | DANE-GEIH | FC | TC | % | 30 | Promedio de países latinoamericanos de la OECD | |
| | Tasa de desempleo | DANE-GEIH | FC | X | % | 6.8 | Meta CONPES | |
| | Porcentaje de jóvenes que no estudian y no tienen empleo | DANE-GEIH | FC | TC | % | 11.9 | Promedio OECD | |
| | Tasa de Trabajo infantil | DANE-GEIH | FC | TC | % | 0 | Meta ONU | |
| | Crecimiento anual del PIB real per cápita | DANE - Cuentas Nacionales | Conpes | TC | | 3.3 | Meta CONPES | |
| ODS 9 | Industria manufacturera % del PVA | DNP | Terridata | | | | | |
| | Suministro de electricidad, gas y agua % PVA | DNP | Terridata | | | | | |
| | Transporte, almacenamiento y comunicaciones % PVA | DNP | Terridata | | | | | |
| | Porcentaje de microestablecimientos que solicitó un crédito y lo fue aprobado | DANE | FC | | % | 95.3 | Valor más alto | Mantener el porcentaje igual o mayor que el de la ciudad con el porcentaje más alto en 2015 |
| | Inversión en investigación y desarrollo como porcentaje del PIB | Observatorio Colombiano de Ciencia y Tecnología (OCyT) | Conpes | X | | 0.84 | Meta CONPES | |
| | Gasto público en Investigación y desarrollo (I + D) como porcentaje del PIB. | | Línea Base 2015 | TC | | | | |

SDGs 10-12

| | | | | | | | | |
|--|---|--|------------|----|--------|----------|--|---|
| ODS 10 | Coefficiente de Gini de los ingresos | | Ciudadanos | X | Puntos | 0.345 | Promedio OECD | Ya superaron la Meta CONPES |
| | Ingreso per cápita de los hogares | DANE | FC | | \$ | 989.32 | Valor mayor | Mantener el ingreso igual o mayor que el de la ciudad con el ingreso mayor en 2015 |
| | Ingresos per cápita en el 40% de los hogares más pobres de la población | DANE | FC | | \$ | 366.68 | Meta CONPES | La Meta CONPES es aumentar en 3.5% el ingreso per cápita en el 40% de los hogares más pobres. Se hizo este aumento al máximo valor. Se recomienda medidas por grupo de ciudades |
| | Proporción de personas que vive por debajo del 50 de los ingresos medios | DANE | FC | | % | Variable | Meta ONU | Reducir el valor de la línea base al 50% por ciudad |
| Brecha de pobreza extrema urbano-rural | DANE - Gran Encuesta Integrada de Hogares (GEIH) | Conpes | TC | | | | | |
| ODS 11 | Porcentaje de hogares en déficit cuantitativo de vivienda | DANE-GEIH | FC | X | % | 2.5 | Valor Menor | Ya superaron la Meta CONPES |
| | Porcentaje de hogares en déficit cualitativo de vivienda | DANE-GEIH | FC | | % | 2.7 | Meta CONPES | Mantener la tasa igual o menor que la ciudad con menor tasa en 2015 |
| | Inversión por habitante en el sector cultura | FUT | FC | | \$ | 44.98 | Valor Mayor | Mantener la inversión igual o mayor que la ciudad con mayor gasto en 2015 |
| | Metros cuadrados de espacio público efectivo por habitante | Alcaldías municipales y distritales | FC | TC | m2 | 7.7 | Valor Mayor | Mantener el área igual o mayor que la ciudad con mayor área en 2015 |
| | Porcentaje de ciudadanos que se sienten satisfechos o muy satisfechos con el medio de transporte que utilizan habitualmente | EPC-Red Cómo Vamos | FC | | % | 80 | | Se recomienda revisar la sugerencia de meta con base a los estándares de satisfacción de la red como vamos. |
| | Cantidad de viajes en bicicleta sobre el total de viajes todos los modos | | RCCV | TC | | | | |
| ODS 12 | Porcentaje de hogares que cuentan con servicio de recolección de basuras | DANE-GEIH | FC | | % | 100% | Valor mayor | Mantener la cobertura del servicio de recolección de basura igual o mayor que la ciudad con mayor cobertura en 2015 |
| | Promedio diario de Kg de residuos sólidos per cápita | SUI-Empresas prestadoras de servicios | FC | | kg | 0.72 | Valor menor | Mantener la cantidad de residuos generados igual o menor que la ciudad con menos residuos generados en 2015 |
| | Desperdicio de alimentos per cápita en consumo en hogares | DNP DANE - Encuesta de Ingresos y Gastos | Conpes | TC | | 16.2 | Meta CONPES | |
| | Porcentaje de residuos sólidos de la ciudad que son separados y clasificados para reciclado | | Ciudadanos | | % | 30.00% | Promedio de países latinoamericanos de la OECD | |
| | Tasa de reciclaje y nueva utilización de residuos sólidos generados | DANE - Cuentas Ambientales | Conpes | X | | 17.90% | Meta CONPES | |

SDGs 13-17



MEASURING PROGRESS TOWARD THE SDGS IN URBAN CONTEXTS IN COLOMBIA

| | | | | | | | | |
|--------|---|---|--------------------|----|----------|----------------------------|---|---|
| ODS 13 | Niveles medios anuales de partículas PM10 | Autoridades ambientales locales | FC | | Puntos | 40 | Meta establecida por la UE | |
| | Porcentaje de la población ubicada en zonas de alto riesgo | | Crecimiento verde | TC | | No disponible | Meta CONPES | |
| | Reducción anual de emisiones totales de gases efecto invernadero respecto al escenario de base (Business as Usual- BAU). | IDEAM | Conpes | X | | Reducción de 20% del Total | Meta CONPES | |
| ODS 14 | Porcentaje del área de la entidad territorial en pastos marinos | DNP | Terridata | | | | | |
| | Porcentaje del área de la entidad territorial en manglares | DNP a partir de información en el Sistema de Información para la Gestión de los Manglares en Colombia - SIGMA | Terridata | | Ha | Variable | Meta la ONU | Tasa de deforestación cero. Se necesita comprar para medir. |
| | Porcentaje del área de la entidad territorial en corales | DNP | Terridata | | | | | |
| | Áreas Marinas Protegidas del Sistema de Parques Nacionales Naturales (SINAP) que han mejorado en el índice de efectividad | PNN - Registro Único Nacional de Áreas Protegidas (RUNAF) | Conpes | X | | | | |
| | Indicador de calidad del agua marina | INVEMAR | Conpes | TC | | | | |
| ODS 15 | Área Total de Territorios Estratégicos | DNP a partir de información en el Instituto Humboldt y SIGMA | Terridata | | Ha | Variable | Meta ONU | Tasa de deforestación cero. Se necesita comprar para medir. |
| | Área deforestada en la entidad territorial | IDEAM | Terridata | X | Ha | 0 | Meta CONPES | Falta la tasa |
| | Áreas verdes por 100.000 habitantes | | ICAU | TC | | 586 | Promedio de los miembros de WCCD (2015) | |
| ODS 16 | Promedio del Índice de gestión de proyectos de regalías (IGPR) - Municipios | DNP | Terridata | | Puntos | 100 | Máximo puntaje posible | |
| | Indicador de desempeño fiscal | DNP | Terridata | | Puntos | 100 | Máximo puntaje posible | |
| | Porcentaje de ejecución del presupuesto de inversión aprobado | FUT | FC | | % | 100% | Máximo porcentaje posible | |
| | Tasa de hurtos (por cada 10.000 habitantes) | DNP | Terridata | | Personas | 1.4 | Meta CONPES | Ajustada a 10,000 hab |
| | Número de personas secuestradas | Unidad para la Atención y Reparación Integral a las Víctimas | Terridata | | Personas | 0 | Meta CONPES | |
| | Tasa de homicidios por cada 100.000 habitantes | Medicina Legal | FC | X | Personas | 16.4 | Meta CONPES | |
| | Número de personas víctimas de agresiones (violencia interpersonal) por cada 100.000 habitantes | Medicina Legal | FC | | Personas | 209.6 | Meta CONPES | |
| | Tasa de Mortalidad Violenta | | Comentarios Conpes | TC | | | | |
| | Índice de Transparencia de las Entidades Públicas | | Comentarios Conpes | TC | | | | |
| ODS 17 | Número de casos de violencia contra Niños, Niñas y Adolescentes por cada 100.000 menores de 18 años | | Linea Base 2015 | TC | Casos | 0 | Meta ONU | Terminar con la violencia infantil |
| | Proporción de ciudadanos que se sienten seguros o muy seguros en el barrio en que habitan | EPC-Red Cómo Vamos | FC | | % | 100 | Máximo valor posible | |
| | Índice de progreso Social | | Linea Base 2015 | TC | Puntos | 85.76 | Top 30 países del SPI (2015) | |
| | Número de suscriptores de Internet fijo por cada 1000 habitantes | MINTIC | Linea Base 2015 | TC | Personas | 302.8 | High Income country average (2015) | |
| | Indicadores aspiracionales | | | | | | | |
| | Inconsistencia en la información | | | | | | | |

Editable version [[LINK](#)]



Annex 11: SIPA Workshop Team Biographies

Lia Celi

Lia is a graduate student in SIPA's Master of Public Administration in Development Practice program. Prior to SIPA, Lia founded and managed Peru's first food bank. This food bank, which started operation in October 2014, aims to reduce hunger by redistributing surplus food. The organization focuses on food recovery (fields, productive industry and supermarket residues), volunteer programs and training workshops (food handling, nutritive cooking and solid waste management). The food bank helps more than 110,000 people monthly, distributing almost 1,000,000 meals during 2016.

Diego de Leon

Diego is a graduate student in SIPA's Master of Public Administration in Development Practice program. He has focused most of his professional and academic work on the intersection of local governments, sustainable development, and decentralized cooperation. His passion has led him to work as foreign affairs director of the State Government of Jalisco (Mexico) and collaborate for the urban affairs senior advisor of the United Nations Secretary General. Diego holds a bachelor's degree in International Relations from the Tec de Monterrey University and a Certificate in International Environment and Development from American University.

Sarah Goddard

Sarah is a graduate student pursuing dual degrees in International Affairs and Public Health with a focus on urban and social policy, international development, and global health. Much of her experience has been focused on the intersection of health and development, both within the United States and internationally. Her most recent roles have included working at the United Nations Development Programme's HIV, Health and Development Group in New York City and conducting research on gender, women's health, and the SDGs in developing countries at the Mailman School of Public Health. Sarah holds a bachelor's degree in Community Health and Architectural Studies from Brown University.

Lucia Haro

Lucia is a graduate student in SIPA's Master of Public Administration in Development Practice program with a Management specialization. Her experience has been focused on project management, analysis and strategic planning in the private, public and non-profit sectors. Prior to SIPA she worked at the Ministry of Education of Peru where she led the implementation of a nationwide program for high-performing students, and managed public-private partnership projects for the schools' infrastructure. She has also worked doing research at a non-profit in India and in marketing as a Brand Manager in the private sector. Lucia holds a bachelor's degree in Business Administration from Universidad del Pacífico Business School in Peru.

Jorge Salem

Jorge is a graduate student in SIPA's Master of Public Administration in Development Practice program. In his current role as a Political Risk Analyst for the Columbia Center for Sustainable



Investment, he conducts research about social and environmental risks in the extractive industry. His past experience includes working on supply chain management and community relations in Peru and Chile for the construction of a \$6 billion copper project at Anglo American, serving as Business Manager at a microfinance institution in Guatemala, and co-owning a high end craft company that exports to the United States and England. Jorge holds a bachelor's degree in International Political Economy from Colorado College.