

UN Habitat/City of Madrid
Virtual Expert Group
Meeting
„Creating a UN-System
Urban Monitoring
Framework“
July 28th – 2020
Session 3

City needs for Urban Monitoring

MONITORING FOR WHOM?

1.) UNITED NATIONS: GETTING AN OVERVIEW OF THE „STATE OF THE EARTH“

PROGRESS OF ACHIEVING THE SDG`S

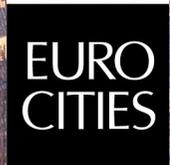
2.) LOCAL GOVERNMENTS: MAKING LOCAL POLICIES AND MEASURING EFFORTS.

OBSTACLE: HOW DATA MONITORING IS USED FROM DECISION MAKERS:

PRESSURE-STATE-RESPONSE ? EVIDENCE BASED POLICIES? OUTCOME ORIENTATED MANAGEMENT? WRITTEN BASIS FOR POLITICAL DISCUSSIONS IN GOVERNMENT? POLITICAL ADVOCACY?.....

6

STADTMANNHEIM²



The 19th century was a century of Empires.
 The 20th century was a century of Nation States.
 The 21th century will be a century of Cities.

(WEBB, W.)

GLOBALIZATION



CHALLENGES OF THE VUCA-WORLD

V

- **Volatility**
- Fast change without a clear predictable trend or pattern

U

- **Uncertainty**
- Frequently disruptive changes; past is not a predictor of the future

C

- **Complexity**
- Multiple, interdependent causes

A

- **Ambiguity**
- Little clarity about what is `real` or `true`

**Within this VUCA World and within the different political systems of a city (City administration - political system with councillors - civil society)
a functional governance structure has to be found.**

MANNHEIM CITY ADMINISTRATION MAKING PROGRESS TOGETHER – MOTIVATION FOR AND URGENCY OF STRATEGIC ACTION

- **Three Fundamental Experiences:**

- Hardly any evaluation – much done, but not enough looking into the results of action
- Integrative action takes place too infrequently
- The job of shaping has disappeared behind the philosophy of service provision

- **Plus**

- Increasing demands on local councils combined with more difficult financial situation
- It's not enough to take reactive fiscal measures

▪ SWOT Analysis → Development of overall strategy → Governance concept

■ Mannheim Answer

- Plan Do Check Act
- „Mingeling“ New Public Management Germany and Local Government Act Great Britain with Mannheim experiences to a mannheim Governance system

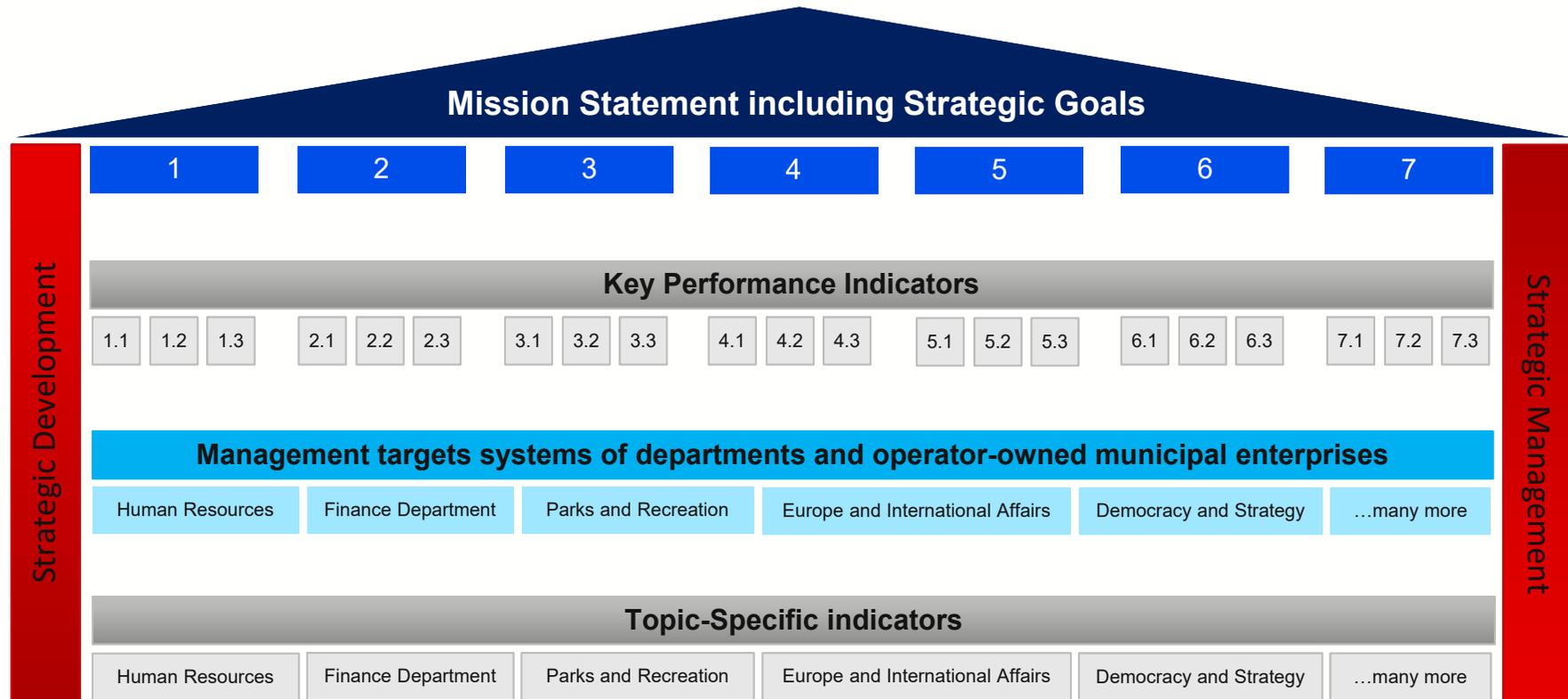
ATTENTION

- No success without a visionary and engaged Mayor!

UTC 2019 Mannheim Mayor Dr. Peter Kurz



MANNHEIM GOVERNANCE MODEL



CONSEQUENCES

- Quick win. Mannheim still worked with indicators in the past, which were now also used from the National side to measure the efforts of the SDG's



Ending poverty in all its forms and everywhere.

Strategic target	No.	Name	Unit of measure	2011	2012	2013	2014	2015	2016
1	05	Guaranteed minimum rate	Percent	9.9	10.0	10.3	10.8	11.0	10.9
5	04	SGB II rate of people unfit for work and claiming benefit under 15 years	Percent	17.7	18	19.1	20.8	20.8	20.6



Guaranteeing inclusive, fair and high-quality education and promoting opportunities for lifelong learning for all.

Strategic target	No.	Name	Unit of measure	2011	2012	2013	2014	2015	2016
2	03	Number of students at Mannheim higher education facilities	Students	25,115	27,207	28,014	28,648	28,786	
5	03	Number of all-day nursery places	Percent	38.2	38.9	43.7	46.7	49.7	51.7
5	05	Number of children without speech difficulties at start of schooling	Percent	79.8	79.7	83.1	81.8	80.8	81.3
5	06	School child daycare rate	Percent	47.1	49.0	55.3	58.9	61.0	61.7
5	07	Advanced secondary school transition rate	Percent	46	47.5	49.7	49.4	51.15	48.1
5	09	Proportion of pupils leaving general education with advanced level certificate	Percent	29.3	48.0	27.6	30.4	30.0	30.2

TOP INDICATOR REQUIREMENTS

1	Relevance and ease of understanding	The indicators meet the need. The indicators are suitable for making clear socially relevant results of administrative action in accordance with strategic objectives. It is easy to understand which aspect of the strategic objective the indicator shows.
2	Justification	A justification is given for each indicator as to why it is in the list of top indicators.
3	Up-to-date and timely	The indicators are up-to-date and are published in a timely manner. The actual values are entered into the reporting system promptly after publication. Ideally, the indicators are no older than 12 months.
4	Clarity and accessibility	The data are presented in a way that is clear and easy to understand. The top indicators are published with useful meta data in a fact sheet about each indicator.
5	Accuracy and reliability	The indicators reflect reality with sufficient accuracy and reliability.
6	Ability to evaluate development trends	The indicators must be suitable for evaluating development trends or the attainment of objectives.
7	Comparability over time	The indicators are consistent over time and are available over a sufficient time period.
8	Comparability with other	The indicators permit consistent comparison with other cities

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SUSTAINABLE DEVELOPMENT GOALS



OBSTACLES OF IMPLEMENTING CHARTERS

Global Implementation

- Conflict of national interests and global goals
- Less need of change in some countries
- Tension of financial and private interests vs. global responsibility
- Problems in harmonizing data
- Signing charters is often just a declaration of intent
- National plans of implementing charters have mostly an appellative character
- Conflict of resources

Local Implementation

- Perceived conflicts of objectives (global – local)
- Global commitments in general are very abstract
- Transformation of global commitments into local actions has often be made by the municipality itself
- National plans of implementing charters are mostly appellative in character
- Local staff members for charters are mostly lone wolves
- Conflict of resources

CHARTERS: MAKING THE WORLD A BETTER PLACE



EU Charter for
Equality of
Women and Men
in Local Life

Barcelona
Declaration
"The City and
the Disabled"
(1995)



Mannheim
2020 Climate
Protection
Plan,
Covenant of
Mayors



Aalborg Charter
"Agenda 21" – Charter
of European Cities &
Towns Towards
Sustainability (1994)

UNESCO
Declaration on
Cultural
Diversity

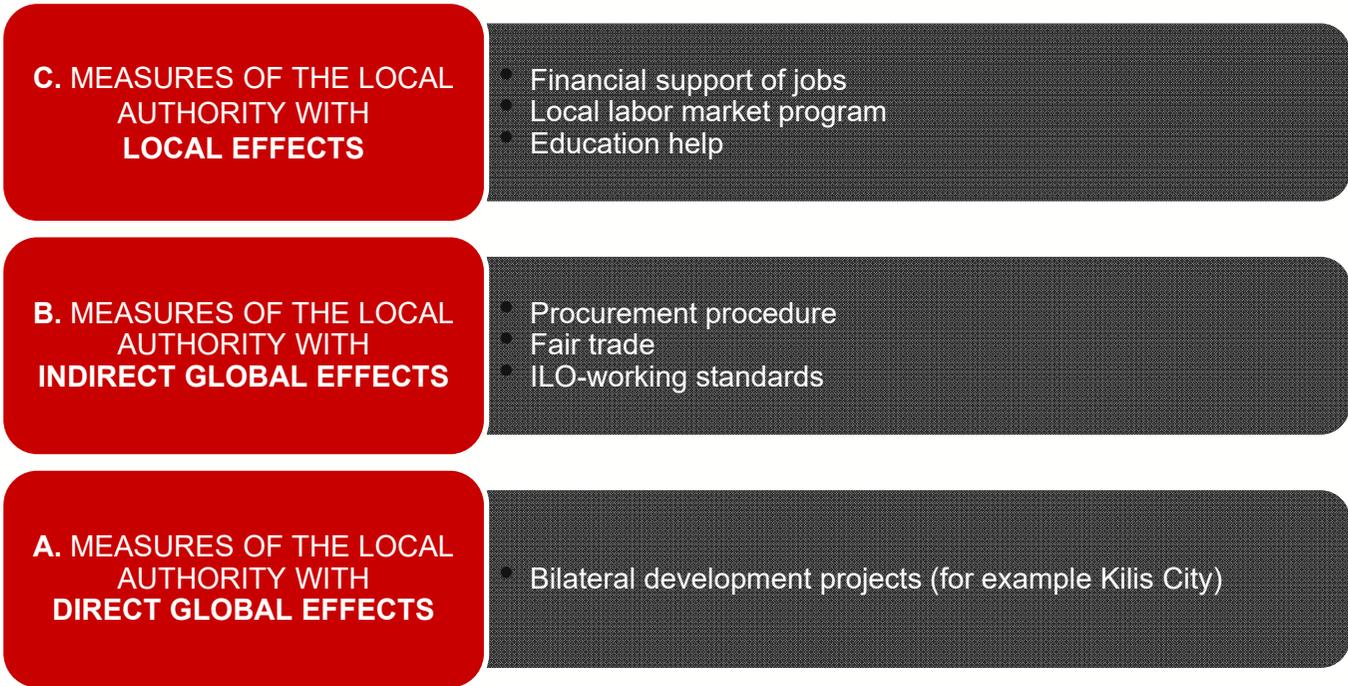
FROM GLOBAL TO LOCAL



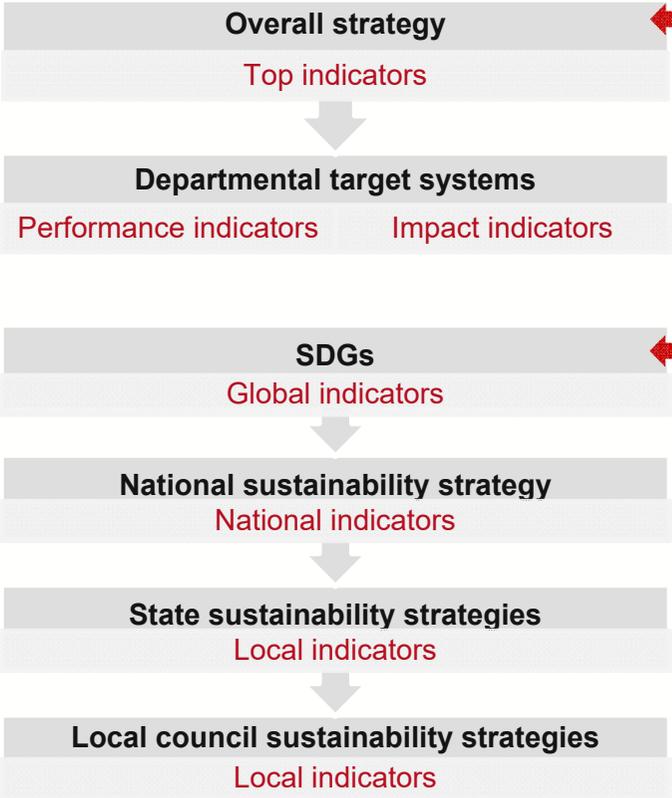
CHARTA MANAGEMENT: SUSTAINABILITY MONITORING AT A COMMUNITY LEVEL



THREE LEVELS OF EFFECTS OF THE SDGS



ROLE MODEL "MANNHEIM 2030" AND AGENDA 2030



Comparing
Mannheim specific goals
with Agenda 2030





NEW STRATEGIC GOALS IN THE MISSION STATEMENT

1 SOCIAL AND CULTURAL INTEGRATION, SOCIETAL COOPERATION AND LIFELONG LEARNING

Mannheim guarantees educational equality and prevents poverty. The social and cultural integration of all Mannheim residents is guaranteed.



2 HEALTH, WELLBEING AND DEMOGRAPHIC CHANGE

Mannheim offers an exemplary urban quality of life with a high level of security as a basis for a healthy, happy life for people of all age groups, thereby gaining more citizens for the city.



3 EQUALITY, DIVERSITY AND INTEGRATION

Mannheim is characterized by a supportive city community and a model for communal life in cities. Gender equality and the acceptance of diverse human identities and lifestyles have been achieved.



4 DEMOCRACY, DEDICATION AND PARTICIPATION

Mannheim is distinguished by a strong city community and good administrative procedures. Mannheim residents make use of the possibilities of taking part in democratic and transparent processes regarding the development of their city to an above-average extent.



NEW STRATEGIC GOALS IN THE MISSION STATEMENT

5 DIGITALIZATION, INNOVATION AND FUTUREPROOF ADDED VALUE

As a digital and innovative metropolis, Mannheim creates the prerequisites for companies of every size to realize diverse and future-proof added value as well as to attract talented and skilled employees.



7 INTERNATIONAL COOPERATION, GLOBAL RESPONSIBILITY AND CONSUMPTION

Mannheim is a model for the international cooperation between cities. Municipal development policy and responsible consumption contribute to global justice and a sustainable international policy.



6 CLIMATE, ENVIRONMENT AND ALTERNATIVE MOBILITY

Mannheim is a climate-friendly – in perspective, climate-neutral – and resilient city that is a model for environmentally friendly life and actions.



MISSION STATEMENT „MANNHEIM 2030“

- Worked out in a big participatory process
- Legitimated by the city council
- 7 new Strategic goals with indicators for localizing the SDG's

MISSION STATEMENT MANNHEIM² 2030



- This mission statement, which had been prepared with the citizens, was passed by the Mannheim Municipal Council on 24.03.2019 and since then has formed the basis for the official city strategy.

STRATEGIC GOAL 1

SOCIAL AND CULTURAL EMPOWERMENT, SOCIAL INTERACTION AND LIFELONG LEARNING

Indicators	SDG	2012	2013	2014	2015	2016	2017	2018
Children without speech difficulties		79.7	83.1	81.8	81.8	81.3	81.6	
Average price of rent		6.26		6.71		6.71		7.71
share of applicants without a training place (Vocational Training)		0.4	0.8	0.5	0.7	0.4	0.5	0.4
Minimum welfare ratio		10.0	10.3	10.8	11.0	10.9	10.7	10.4

Strategic Goal 1

SDG		Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	1_01	Average rent per square meter	→	6.26		6.71		6.71		7.71
	1_02	Children without Speech Difficulties	↗	79.7	83.1	81.8	81.8	81.3	81.6	
	1_03	Percentage of students who drop out of secondary school before attaining a diploma	↘	8.0	6.3	8.0	7.0	7.9	9.7	
	1_04	Percentage of unplaced applicants in the vocational training market	↘	0.4	0.8	0.5	0.7	0.4	0.5	0.4
	1_05	Unemployment Rate	↘	6.1	6.0	6.1	6.0	5.7	5.4	4.9
	1_06	Minimum Welfare Ratio	↘	10.0	10.3	10.8	11.0	10.9	10.7	10.4
	1_07	Percentage of employees receiving welfare payments in complement to their own income	↘	2.2	2.2	2.4	2.4	2.5	2.6	2.4

Strategic Goal 2

SDG	Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	2_01 Percentage of interviewed persons who engage in exercise on a weekly basis	↗							
	2_02 Satisfaction with Green Space	↗	86			81		84	82.1
	2_03 Satisfaction with Public Facilities	↗	83			80			79
	2_04 Obese Children	↘	10.3	9.5	10.1	9.4	10.6	9.9	10.1
	2_05 Children with motor disabilities	↘		30.8	33.7	30.0	31.0	32.3	28.8
	2_06 SGB II rate under 15	↘	18.0	19.1	20.8	20.8	20.4	19.9	19.7
	2_07 Nursing home usage by those over 75	↘							
	2_08 Percentage of Mannheimers who feel safe in the city.	↗	88			74			
	2_09 Crime in public spaces per 1000 people	↘	23.4	24.1	22.6	24.9	27.3	24.6	21.2
	2_10 Violent crime per 1000 people	↘	4.1	3.8	3.4	3.5	4.1	3.7	3.6

Indicators for the mission statement

BUDGETARY DISCUSSIONS



- The Mannheim Budget Plan 2020/2021 is based on the Mission Statement 2030 (Localizing SDG's).
- https://www.mannheim.de/sites/default/files/2020-02/Haushaltsplan_2020-2021_Stadt%20Mannheim.pdf

SDG 4 → FB 40



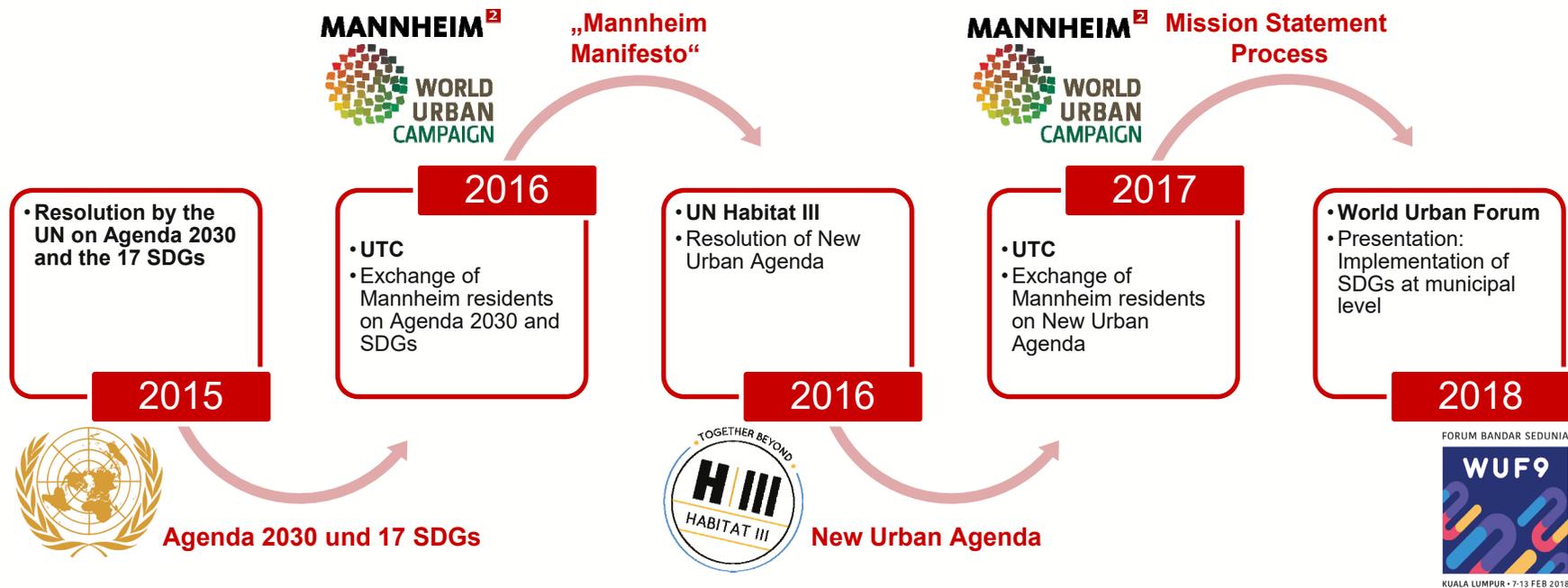
Effectiveness target 1	socially disadvantaged pupils, especially in the social areas with high and very high social problems, are supported with regard to equal educational opportunities	strategic goal 1
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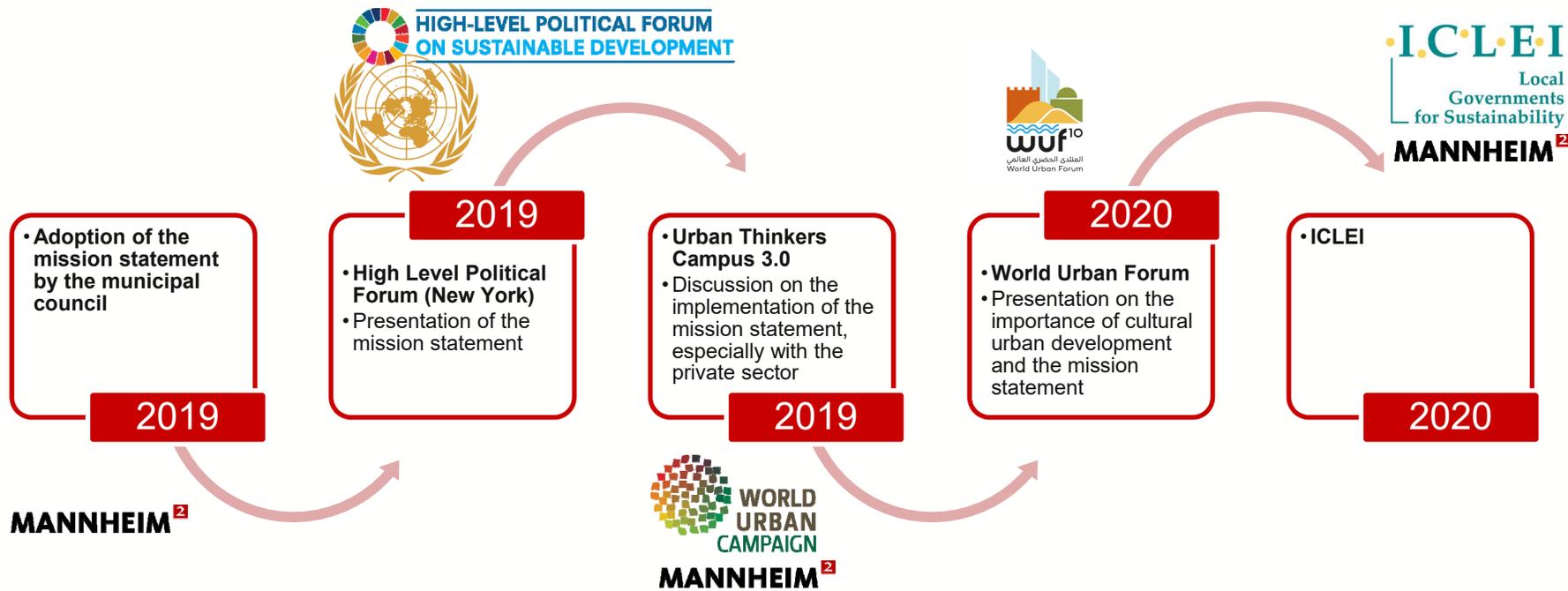
Explanation: Educational inequalities are offset by targeted support for pupils and social support services

No.	Effectiveness indicator	Target 2018	Actual 2018	Target 2019	Target 2020	Target 2021
1	Transition rate from part-time vocational schools to in-company vocational training	44% SY 17/18	48,4% SY 17/18	46% SY 18/19	46% SY 19/20	46% SY 20/21
2	Transition rate from primary schools to grammar schools in social areas with high or very high problem situations	38% SY 17/18	33,6% SY 17/18	38% SY 18/19	33% SY 19/20	33% SY 20/21
⋮						

Measures	Field of action	Dimension	€	Target 2020	Target 2021
Expansion of targeted promotion and support measures for pupils - Expansion of school social work - Homework help - Mouse - Youth Careers Service		A	Income	475.950	501.000
			Expenditure	- 4.356.027	- 4.370.402
			Balance	- 3.880.077	- 3.869.402
			Income/Expenditure ILV	- 493.512	- 490.566
			Balance with ILV	-4.373.589	- 4.359.967

WHAT WE HAVE DONE: INTERTWINING GLOBAL AND LOCAL PROCESSES





UN HABITAT FLAGSHIP PROGRAMME SDG CITIES

[HTTPS://UNHABITAT.ORG/SITES/DEFAULT/FILES/2020/01/FP5-SDG_CITIES_V261119.PDF](https://unhabitat.org/sites/default/files/2020/01/FP5-SDG_CITIES_V261119.pdf)

OUTCOME 1:

STRENGTHENED CAPACITIES OF CITIES TO PRODUCE RELIABLE COMPARABLE EVIDENCE THAT IDENTIFIES STRATEGIC ACTIONS TO ACCELERATE URBAN SDG ACHIEVEMENT

OUTCOME 1

IS IMPLEMENTED THROUGH A VARIETY OF INITIATIVES, INCLUDING:

- ESTABLISH BASELINES AND CITY SPECIFIC SDG TARGETS USING THE SDG CITIES MONITORING TOOL1;
- IDENTIFY POLICY, PLANNING AND LEGISLATION REQUIREMENTS TO ACHIEVE THE CITY SPECIFIC SDG TARGETS;
- IDENTIFY CRITICAL INVESTMENT REQUIREMENTS THAT DRIVE SDG ACHIEVEMENT;
- ENGAGE STAKEHOLDERS IN AN INCLUSIVE, PARTICIPATORY, STRATEGIC PLANNING PROCESS

OUTCOME 2:

REINFORCED VALUE CHAIN THAT INTERCONNECTS KNOWLEDGE, POLICIES, PLANNING, FINANCING AND IMPLEMENTATION FOR EFFECTIVE IMPACT

OUTCOME 2

IS IMPLEMENTED THROUGH A VARIETY OF INITIATIVES, INCLUDING:

- ENGAGE UN COUNTRY TEAMS BY PROVIDING DATA AND ANALYSIS ON A NATIONAL SAMPLE OF CITIES TO SUPPORT THE COUNTRY COMMON ASSESSMENT, UN COOPERATION FRAMEWORK AND JOINT ACTION;
- SUPPORT THE DEVELOPMENT OF EVIDENCE-BASED POLICIES, PLANS AND LEGISLATION TO DRIVE THE ACHIEVEMENT OF THE CITY SPECIFIC SDG TARGETS, THROUGH UN JOINT ACTION;
- DEVELOP A WELL-ASSESSED PIPELINE OF URBAN INTEGRATED INVESTMENTS THAT STRATEGICALLY CONTRIBUTE TO THE ACHIEVEMENT OF CITY SPECIFIC SDG TARGETS.

OUTCOME 3:

STRATEGIC URBAN SDG INVESTMENTS

OUTCOME 3

IS IMPLEMENTED THROUGH A VARIETY OF INITIATIVES, INCLUDING:

- REVIEWING SDG PERFORMANCE POTENTIAL OF PLANNED INTERVENTIONS;• REVIEW BANKABILITY OF PLANNED INTERVENTIONS;
- OPTIMIZE SDG PERFORMANCE POTENTIAL AND BANKABILITY THROUGH COST-BENEFIT ANALYSIS, ADVANCED DESIGN AND INVESTOR-READY PACKAGING;
- IDENTIFY INVESTMENT OPPORTUNITIES INCLUDING THROUGH BLENDING PUBLIC INVESTMENT WITH A VARIETY OF PRIVATE SOURCES (IMPACT, PHILANTHROPIC, AND COMMERCIAL), AND INTERNATIONAL FINANCING INSTITUTIONS
- SUPPORT MATCH-MAKING OF INVESTMENTS WITH RELEVANT INVESTORS

OUTCOME 4:

ESTABLISHED LOCAL AND NATIONAL PERFORMANCE MONITORING AND CERTIFICATION OF EXCELLENCE PROJECTS, PROCESSES AND INITIATIVES TO GUIDE CITIES IN THEIR ROLE AS DRIVERS OF THE SDG IMPLEMENTATION

OUTCOME 4

IS IMPLEMENTED THROUGH A VARIETY OF INITIATIVES, INCLUDING:

- ESTABLISH CERTIFICATION CRITERIA BASED ON CITY SPECIFIC SDG BASELINES AND TARGETS;
- APPLY CERTIFICATION AT KEY STAGES;
- UTILISE CERTIFICATION TO FACILITATE COOPERATION BETWEEN CITIES TO MAXIMISE IMPACT. A ROBUST RESULTS FRAMEWORK WILL BE DEVELOPED TO TRACK THE IMPACT OF THE FLAGSHIP PROGRAMMES THROUGH SMART INDICATORS, INCLUDING:
 - BY 2030, 900 CITIES HAVE INCREASED ALIGNMENT OF FUNDING TO URBAN TRANSFORMATIVE SUSTAINABLE ACTIONS (FINANCE);
 - BY 2030, 900 CITIES HAVE IMPROVED THEIR PERFORMANCE IN ACHIEVING THE SDGS (PERFORMANCE).

CITY NEEDS FOR URBAN MONITORING

FOR UN AND NATIONAL GOVERNMENT REPORTING:

AUTOMATIZED INDICATOR DASHBOARD WHICH IS AUTOMATICALLY FILLED BY THE SEVERAL STATISTICAL OFFICES (LIKE BERTELSMANN GERMANY)

[HTTPS://SDG-PORTAL.DE/EN](https://sdg-portal.de/en)

FOR THE CITY GOVERNANCE:

SUPPORT IN SELECTING GOVERNANCE INDICATORS THAT ACTUALLY PLAY A DECISION-MAKING ROLE IN URBAN GOVERNANCE STRUCTURES (EVIDENCE BASED POLICY)

EASY SHARING WHAT WORKS (BENCHLEARNING)

FURTHER INFORMATION

[HTTPS://UTC-MANNHEIM.DE/EN/DOWNLOADS/](https://utc-mannheim.de/en/downloads/)

[HTTPS://WWW.MANNHEIM.DE/EN/SHAPING-THE-CITY/STRATEGIC-CONTROLLING-OFFICE](https://www.mannheim.de/en/shaping-the-city/strategic-controlling-office)

THANK YOU FOR YOUR ATTENTION!

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