



**City WORKS** – A digital working aid to support the implementation of global agendas in cities and communities

## IMPRINT

The City WORKS web toolkit has been developed by the Sector Project Cities on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

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## PREFACE

### JOACHIM GÖSKE

**Director of GIZ's Division for Global Policy,  
Governance, Cities**

In a world that has seen the adoption of multiple global agendas over the past years, it became clear that cities and municipalities are key actors for the successful implementation of these agreements, such as the 2030 Agenda and its Sustainable Development Goals or the Paris Agreement. Yet, many cities and local actors still lack support and guidance in this regard and the needs of citizens are not sufficiently reflected in the implementation.

In over 40 years of international cooperation, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and its predecessor organisations have not only been gathering a vast experience in project implementation in more than 130 countries, but also acquired a sound and far-reaching methodological expertise. As such, Capacity WORKS, GIZ's cooperation management model, has been successfully guiding us and our partners around the world to manage sustainable development processes, adapt to changing circumstances and to foster participation at all levels

Based on this experience and the urgent need to support municipalities in implementing global agendas, the idea for City WORKS was born. It builds upon the systemic thinking of Capacity WORKS while offering a targeted



step-by-step process that can easily be adopted to local contexts and needs. In doing so, City WORKS integrates tested approaches and tools from a diverse range of international stakeholders to make effective use of already existing knowledge. Where no suitable tools were available, existing ones were adapted and new tools and templates developed.

I am excited to see how City WORKS has already benefited a number of our partner cities worldwide. And I hope many more will follow in using City WORKS to strengthen our partners' efforts to localise the SDGs and other global goals. I would like to express my gratitude to the German Federal Ministry for Economic Cooperation and Development (BMZ) for their trust and support in our endeavour to develop and disseminate such an important methodological approach. And I wish all readers great insights from this City WORKS quick guide.

## CARMEN VOGT

### Head of GIZ's Section Cities

In 2015 und 2016, we have witnessed the adoption of important global agreements that affect cities and urban development globally – the 2030 Agenda for Sustainable Development, the New Urban Agenda and the Paris Agreement are examples. These global agendas and others are valuable guides for creating liveable, sustainable and inclusive cities and communities and it is important to highlight that their successful implementation depends to a large extent on local action. More than half of the global population is already living in urban areas. By 2050, that share is expected to reach more than two thirds, with the highest growth rates on the Asian and African continents. The opportunities and challenges of sustainable development are, thus, concentrated on the ground and in cities.

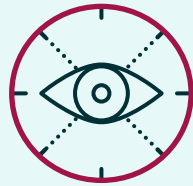
Yet, concerted efforts around the globe are still too slow, and achieving the sustainability goals by 2030 seems to be further away than ever. The COVID-19 pandemic has further contributed to the stagnation or in some cases reversion of the progress made in recent years. This holds especially true for urban areas where more than 90 percent of confirmed COVID-19 cases worldwide have been reported. City administrations are additionally limited in their scope for action due to entrenched municipal budgets by the consequences of the pandemic, making it even more difficult to provide basic services for all inhabitants.



National and urban actors both increasingly recognise that the way forward lies in an integrated approach to urban development and balanced socio-economic development as envisioned in the international agendas. Now more than ever, our planet and citizens need capable local authorities to tap into this opportunity. With City WORKS, we aim to support the integrated implementation of global agendas at the local level. It represents a compass for cities to overcome urban challenges and align local action with global agendas in order to foster a sustainable urban transformation.

I am convinced that, with City WORKS, we offer a well-suited toolbox to accompany cities around the globe on their path to a better, green and inclusive urban future – leaving no one and no place behind.

## CITY WORKS IN A NUTSHELL



### WHAT IS IT ABOUT?

City WORKS<sup>1</sup> is a web-based toolkit that aims to support the implementation of global agendas at the local level. It seeks to enable urban stakeholders in realising, analysing and tackling the implications of global agendas in their specific context and according to their needs. Offering a process-oriented approach, its corresponding steps and tools are meant to be easily integrated into typical planning cycles. In that way, City WORKS represents a compass for advisors and cities to overcome urban challenges and align local action with global agendas.

### WHY USE IT?

The main orientation for City WORKS comes from the imperative of an integrated and coherent local implementation of global sustainability agendas, bearing in mind the different national strategies and priorities. But why global agendas in the first place? Representing intergovernmentally negotiated treaties, these agendas provide important visions and orientations, not just for global but also for national and local sustainable development. And it is cities that their successful implementation largely depends on. Thus, global agendas, their goals and targets offer crucial guidance on how a given city can implement measures that really leave no one and no place behind.

Using City WORKS can result in a wide variety of outcomes, depending on the desired goal of the applicants: It can be useful in designing an awareness raising campaign or compiling a report that showcases current contributions of local activities to global goals. Or it can support more complex processes such as the alignment of current municipal plans and policies with global targets (e.g. master or development plans, sectoral and budget plans). Other entry points could be the creation or review of a city vision or the detailed development of new projects and measures.

### WHO IS THE TARGET GROUP?

The main target group of City WORKS is urban advisors, consultants and experts from international and/or development cooperation. These practitioners are ideally in the position to support and accompany an urban development project or programme or directly advise and support local governments. This could also apply for academia, non-governmental organisations and civil society as well as private sector representatives. The secondary target group is thus policy makers, practitioners and staff from municipal, metropolitan, regional and/or national authorities who are to be actively involved in the different steps and processes described by City WORKS.

### HOW TO USE IT?

The City WORKS toolkit is designed in such a way that the steps and tools can be easily integrated into existing processes and adapted to context-specific needs. That is why City WORKS cannot and does not offer a one-size-fits-all solution. It is determined and influenced by a broad set of variables that can produce more than one result in every case. However, all steps, exercises and tools are properly explained. Before starting the localisation process, a careful preparation is needed. Additional aid is given through 'supporting activities' which accompany the different steps and phases.

### WHEN BEST TO USE IT?

There are various entry points for using City WORKS. And there are different timeframes that can be chosen. The scope and depth of localising global agendas depends mainly on the desired outcome(s) and available resources of the city and partners in question, and whether to build upon existing or new processes.

<sup>1</sup> The City WORKS web toolkit can be accessed here: [www.localising-global-agendas.org](http://www.localising-global-agendas.org)



## VOICES FROM CITY WORKS USERS

» The toolkit provided us with the opportunity to better understand, communicate and guide our partners to develop tailor-made solutions in implementing the SDGs at the national and local level. As advisors, it generated new discussions on how to identify challenges and prioritise plans that greatly benefit local citizens. National partner institutions have expressed interest in working with us to adopt and adapt the City WORKS toolkit in their programme and activities due to its practicality. «

### – MR. FREDERICK AGYARKO DANQUAH

Advisor at GIZ's Support for Decentralisation Reform Programme in Ghana

» I just heard about the SDG wheel for the first time and I've really learnt so much from it. I can now self-assess myself and am able to integrate the SDGs into my daily activities. «

### – MRS. ANGELINA BAFFOE

District Planning Officer in Ghana

» The City WORKS workshop taught me how to organise my ideas and start with defining clear objectives. It changed the way of how I plan and look at projects. «

### – MRS. HEBA RAMADAN

Head of the Urban Upgrading Unit in Dakahliya, Egypt

» For a considerable number of years now we have been working with the Informal Settlement Development Fund to get these results. We had no idea that how we handled things was in fact consistent with the Sustainable Development Goals. But after the workshop, we understood the concept better and are even starting to plan for an implementation of new projects in different fields within the city, in a way that materialises the valuable lessons learnt. «

### – MRS. AMAL EL ALFI

Deputy of the Urban Upgrading Unit in Port Said, Egypt<sup>2</sup>



View on the old train station in Accra, which has been transformed into a local market

<sup>2</sup> View the whole statement here: <https://www.urbanet.info/video-empowering-urban-planners-in-egypt/>

» For the city administration of Sebkhah in Nouakchott, Mauritania, City WORKS was the perfect tool at the right time. It enabled us as advisors to the municipality to provide an alternative solution to eloquently written, but far-from-reality development plans. Its focus on participatory tools brought all the stakeholders on board and, in my opinion, created persistent change in the mentality of local decision-makers. The ownership of results created through applying City WORKS in Sebkhah is much bigger than that of previous planning documents written by external consultants. «

**– MR. JULIAN MARTIN KAISER**

**Technical Advisor at GIZ's Support for Decentralisation and Public Finance Programme in Mauritania**

» Implementing global agendas like the SDGs is not a „switch on/switch off“ kind of thing. It is a long process. And City WORKS helps to start this process. It is about bringing the local level to speak the international language. Because if they can speak and understand it, then they are able to see the benefits for their local development. «

**– DR. SAMER RADDAD**

**Consultant that applied City WORKS in Palestinian Territories**



View on local market in Sebkhah, a district of Mauritania's capital Nouakchott.

» In my opinion City WORKS helped us understand the tools we already have at the local level that can be simply connected to the 2030 Agenda. We had an SDIP (Strategic Development Investment Plan) since 2009, we believed that it might be the best tool to implement the SDGs at the local level, City WORKS showed us how to do this, also it provided us with a good introduction that can be used to raise the awareness about the SDGs. «

**– MRS. DIMA AWWAD**

**Advisor with the Local Governance and Reform Program in Palestinian Territories**



## 1 – BACKGROUND

Global agendas are important orientations on a global and even national level. However, the key to success is reaching and implementing these goals on the ground. This puts cities and local actors in the spotlight as they need to align their plans, policies and strategies with global agendas, yet often lack the necessary support to do so, be it knowledge products, resources and capacities or political backing by national governments.

Therefore, several stakeholders at the local level are in need of guidance to support them in implementing global agendas in cities in an integrated manner. A coherent implementation means a smart and robust, likely cost-efficient way to plan and implement sustainable development measures. Moreover, a comprehensive guidance and step-by-step process could support cities to access funds and resources that are provided at national and international level to support the achievement of global goals.

With this in mind, the following five global agendas are addressed and referenced throughout the City WORKS toolkit – both because they help make cities more resilient and liveable and because their successful implementation largely depends on local action.

- The **2030 Agenda for Sustainable Development** is a call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The agenda is structured into 17 goals – the Sustainable Development Goals or SDGs – 169 targets and 232 indicators. Its successful implementation depends to a large extent – by 65 percent – on action by and with cities and local governments.
- The **Paris Climate Agreement** is an international treaty that seeks to reduce the emission of greenhouse gases. Cities consume over two-thirds of the world's energy and account for more than 70 percent of global CO<sub>2</sub> emissions. Yet, they simultaneously offer a huge potential for climate change mitigation. That's why cities play a crucial role in reaching the goals of the Paris Agreement.
- The **Sendai Framework** aims at substantially reducing disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries. As cities are often particularly affected by climate change risks and other external shocks, they also need to be actively engaged and addressed when implementing disaster risk management and adaptation measures.
- The third international conference on Financing for Development resulted in the **Addis Ababa Action Agenda**. It defines a comprehensive set of measures for sustainably financing the implementation of the 2030 Agenda and thus also serves as a central framework for national governments in order to create an enabling environment for local development measures.
- The **New Urban Agenda** offers a roadmap for sustainable urban development in our cities over the next 20 years. Even though it is not legally binding, it provides an important framework for the implementation of the 2030 Agenda and the Paris Climate Agreement in cities and human settlements.

## 2 – ABOUT CITY WORKS

City WORKS is conceived as a set of interlinked tools that help cities realise, analyse and tackle the implications of global agendas locally. It is based on the systemic thinking of GIZ's Capacity WORKS<sup>3</sup> and offers a targeted step-by-step process with different products and functionalities for the purpose of implementing global agendas at the local level.

To foster the integrated implementation of global agendas at local level, City WORKS helps to explain the relevance and impact of global agendas for cities, offers different tools to identify, prioritise and plan local action that is linked to e.g. the SDGs, and also addresses stakeholder participation and mobilising financing for implementation.

As process-oriented approach and combination of technical and methodological tools, City WORKS is designed around the universal principle of the 2030 Agenda to leave no one behind and broadens it to the principle of leaving no place behind. City WORKS thus aims at enabling municipal actors to:

- recognise the relevance of global agendas for local development,
- analyse and identify the specific needs for action at city level,
- develop and prioritise clear options for action, and
- identify and mobilise relevant actors and resources for implementation.

It is our belief that such change and/or reflection processes need a moderator and facilitator to stir discussions and motivate transformation. Thus, City WORKS is first and foremost aimed at advisors, consultants and urban development experts who support and advise local governments. This could, of course, also apply to academia, non-governmental organisations and civil society as well as private sector representatives.

City WORKS integrates already existing tools by various stakeholders and organisations to make the most effective use of synergies. Where no fitting tools or exercises were available, the City WORKS team adapted existing tools or developed new ones. The contents of City WORKS have been tested in different working contexts of GIZ projects abroad, and the user feedback informed the iterative development of the toolkit.



<sup>3</sup> Capacity WORKS is a cooperation management model developed by GIZ. It offers various angles from which to take a structured look at cooperation systems. This helps users to assess the status quo of an area of social concern, and on that basis identify realistic objectives and results for a project.

## 2.1 – FUNCTIONALITIES AND PRODUCTS

### CITY WORKS OFFERS FOUR MAIN FUNCTIONALITIES:

- First of all, it provides **explanations and information** on the various global agendas and their relevance for cities – thus helping you to “translate” international agreements and targets to local realities.
- Second, it offers a **process guide** that helps you with targeted information and questions to design a process that fits your local needs. In doing so, City WORKS proposes a standard sequencing of steps and processes but can also be applied according to the individual needs and demands of a city.
- Third, it contains a **tool library** with templates, links and references to additional tools and information.
- And last but not least, it is developed in an open, **web-based format** that supports different modes of application – be it online or via mobile devices, or offline for group activities in workshop settings or planning phases. A log-in area will provide you with a personal dashboard to keep an eye on progress along the chosen tools and steps.

### MAIN PRODUCTS CURRENTLY AVAILABLE ARE:

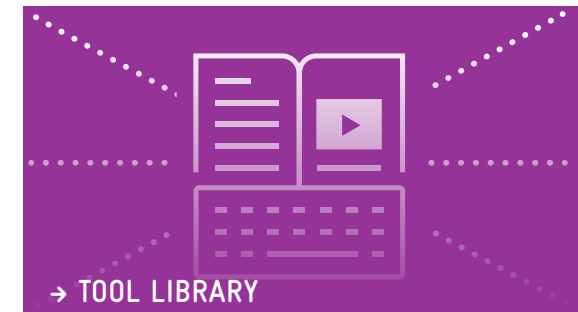
**City WORKS web toolkit** including information on relevant global agendas, good practice examples, and possible pathways and entry points for localising global agendas.

This **Guidance Document** serves as additional orientation on City WORKS, its approach, functionalities, and content.

A **Tool Library** with over 300 additional resources, including a vast range of tools such as relevant publications, guidelines, websites, and stand-alone tools from a wide range of organizations and institutions.

A **concept study** on Linking Urban Action with Global Agendas that assesses links between general (normative) sustainability objectives (as provided by relevant global agendas) and specific fields of action and projects on the ground. It also provides a way for structuring an analysis of relevant urban development action along an impact matrix.

A pool of experienced trainers and multipliers is being constantly build and improved, and different sets of materials are available to these group as well (a Guide for Trainers, set of slides and handouts, training handbooks etc).



## 2.2 – CITY WORKS PHASES

So, to recap: City WORKS is a (digital) toolkit that helps you to understand and connect global agendas with local visions and realities. City WORKS proposes several entry points for addressing global goals along a standard sequencing of phases and steps, but it can always be tailored to individual, context-specific needs and demands. In that sense, you can apply City WORKS in a sequential or in a non-linear way. One way or the other, it is best to start with the preparatory phase to define the goal and projected outcome as well as the concrete mode, steps and tools that shall support you and your city in localising global agendas. **Below you will find short descriptions of each phase which will be explained in more detail in the following chapter.**

### PHASE I. GET STARTED: PREPARE THE LOCALISATION PROCESS

These are activities to prepare for and initiate the process of localising global agendas according to your specific context. The aim is to reflect on your current needs and goals as development programme and urban advisors as well as those of your partners and especially the city in question. It is also about identifying entry points for implementation, choosing the City WORKS steps and tools that shall guide you through the process, defining the best mode of application.

### PHASE II. DIVE DEEP: CONNECT GLOBAL AGENDAS TO LOCAL ACTION

The steps in this phase help you to raise awareness and deepen knowledge on global agendas among your target group as well as to analyse where a city currently stands in regard to their implementation. It also helps to analyse and identify specific needs for action and to prioritise clear options for action (e.g. urban development projects).

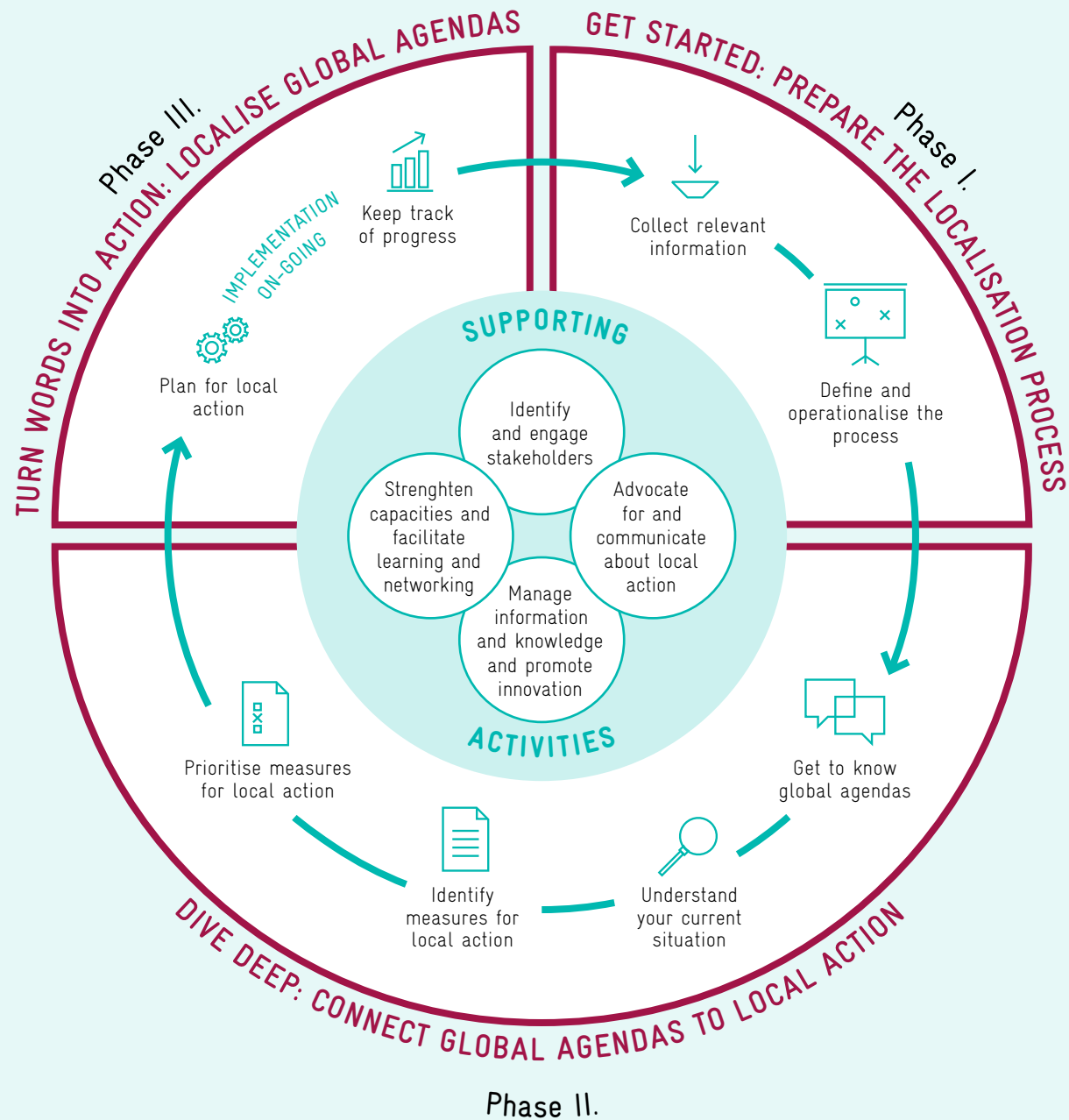
### PHASE III. TURN WORDS INTO ACTION: LOCALISE GLOBAL AGENDAS

Phase III is about planning for action, defining next steps, as well as identifying and mobilising relevant actors and resources for implementation. It is also about keeping track of progress during implementation, meaning to set-up effective monitoring and review mechanisms to measure the impact of the prioritised action and to help connect local reporting to national or even international reporting.

You can follow the different phases and steps either in a sequential or in a non-linear way (**see also graphic 1**), depending on your given context and specific goals that have been analysed and defined in phase I. For each step, you can find a set of tools available in the City WORKS toolkit. These can be used in different settings e.g. for workshops or focus group discussions. An overview of all tools is given in Annex I. You can find more detailed descriptions in the following chapter or directly at the City WORKS website ([visit www.localising-global-agendas.org](http://www.localising-global-agendas.org)).

### SUPPORTING ACTIVITIES

The supporting activities aim at bringing additional elements to the localisation process that are not specific to one phase or step of the City WORKS toolkit. These include fostering stakeholder engagement, advocating for and communicating about local action, strengthening capacity development, knowledge management and networking as well as promoting innovation. For each activity you will find some helpful tools and references in the corresponding section.



GRAPHIC 1: City WORKS Phases

## 3. – CITY WORKS IN DETAIL

### 3.1 – PHASE I. GET STARTED: PREPARE THE LOCALISATION PROCESS

This phase helps you to prepare for and initiate the process of localising global agendas according to your specific context. The aim is to reflect on your current needs and goals as urban advisors as well as those of your partners and especially the city in question. It is about identifying entry points for addressing global agendas, defining relevant stakeholders to be involved, as well as about choosing the best mode of application of City WORKS steps and tools that shall guide you through the process.

We believe that it needs at least one dedicated person or “process moderator” who oversees and regularly stirs the localisation process, keeping an eye on progress made and periodically communicating with all relevant stakeholders to keep them actively involved along the different steps.

**The following questions and steps help you to adequately prepare for an urban transformation process that is aligned to global agendas and guided by City WORKS:**

- At which level do you want to start the process of implementing global agendas – national, subnational, local, multi-level, multi-municipality?
- What main outcomes are expected by partners?
- Which stakeholders should be involved and how?
- Which capacities do partners and stakeholders have and what needs to be improved?
- How can leadership and commitment from partners and key stakeholders be guaranteed for the implementation process?
- What (national/local) policies, plans and processes are relevant for the localisation of global agendas?
- Which ongoing or planned activities could be directly or indirectly supported by City WORKS?

- Which overall resources are available (project, partners) for the application process?
- What external support is needed (consultants, process facilitators, workshop moderators etc.)?

The process is divided into two steps. The first step is about collecting relevant information to help define the best way forward. In step 2 you choose concrete steps and tools from City WORKS phases II and III to stimulate the localisation process depending on your needs and context.

#### STEP 1. COLLECT RELEVANT INFORMATION →

In this step, you collect several information needed in order to decide about the best mode of application and process design. Possible tools you could use are:

##### Checklist

Provides a list of key questions for the initial understanding of the overall context. These are related specifically to stakeholders and national and local policies and processes. Additional relevant aspects are analysed in detail along the other tools described below.

##### Stakeholder mapping

Helps you to understand which stakeholders are relevant to the localisation of global agendas in each specific case. This should support you to decide who to involve in the process (you might come up with different stakeholders for different steps).

### **Butterfly of capacity development**

Brings an overview of the capacity development needs of key target groups at different levels (human resource development, organisation development, cooperation and network development, system/institutional development).

### **Needs assessment**

In the format of a questionnaire/survey, it will help you to understand the current level of knowledge and needs of your main stakeholders before starting the localisation process (e.g. if organising an initial workshop, apply the – if needed adapted – questionnaire with as many participants as possible prior to the workshop).

### **Relevant plans / policies / processes**

This assessment supports you in gaining a general understanding of current national, subnational and/or local plans, policies and processes that might be relevant for localising global agendas. They may provide valuable frameworks, incentives and entry points for local action.

### **Mandate check**

Aims at providing you with a general understanding of the mandates, responsibilities and level of control of your city and relevant stakeholders.

### **Enabling conditions:**

Provides you with an overview and self-assessment of the different enabling conditions within the national (and local) context in order to understand the scope for action of your city.

## **STEP 2. DEFINE AND OPERATIONALISE THE PROCESS →**

After collecting the relevant information and gaining an overall understanding of the context, you are now invited to formulate the main goals for the localisation process (and any supporting activities). Against the background of these goals, you decide which City WORKS steps and tools may be best to use. You can use the **template from the toolkit** to list the following:

City WORKS step, City WORKS tools, possible setting, timeframe as well as partners to be involved.

Afterwards, it is time to plan for relevant activities that steer the localisation process in more detail. Prepare an operational plan for the overall process (including resources and deadlines) and follow this plan within the proposed timeframe.

### **Activities you may include in the operational plan:**

- Define the programme based on the evaluation mentioned above
- Define date and settings (more than one date, virtual meetings, etc.)
- Decide if workshops should be part of the process – build workshop management team
- Define and invite participants (and use the questionnaire for needs assessment)
- Define moderation/facilitation and input-providers (and brief them in detail on what is expected)
- Organise venue, accommodation, catering, etc.
- Prepare all materials

Additionally, you should also aim to systematise the results and learnings from the localisation process, prepare communication products and decide on follow-up activities. After or in-between the different City WORKS phases, different activities can be undergone and products developed: e.g. webinars and debriefing meetings, production of picture or written reports, videos etc.

## 3.2 – PHASE II. DIVE DEEP: CONNECT GLOBAL AGENDAS TO LOCAL ACTION

Together with phase III, this is the core of the City WORKS toolkit. Their steps are based on an ideal planning process that you can either follow step-by-step or adapt according to your needs, goals and local context.

The steps in this phase first and foremost aim at raising awareness and deepening knowledge about the local relevance of global agendas. Based on different assessments and exercises, they will then help you and your partners to analyse and identify specific needs and to prioritise clear options for action (e.g. define urban development projects or develop a city vision).

### Key questions along this phase are:

- What do global agendas have to do with my city?
- Where does my city currently stand in terms of global agenda achievements?
- Which measures can my city implement to address global goals?
- How can my city prioritise certain measures?

### Main steps:

- Get to know global agendas
- Understand your current situation
- Identify measures for local action
- Prioritise measures for local action

### STEP 1. GET TO KNOW GLOBAL AGENDAS →

Implementing global agendas locally will benefit a city's inhabitants and foster sustainable urban development. It may also help to attract new partners or possible donors. However, the first step is to raise awareness among your partners and main stakeholders and show them the role that municipalities play in implementing global agendas. The tools and exercises help you to explain the interconnectedness between local realities and needs and national and global goals and make them more tangible for your target group.



#### Outcome

Ensure a basic understanding of the various global agendas and their interconnections with cities' priorities and visions.



#### Guiding questions

- Which global agendas are most relevant to key stakeholders?
- What is the level of knowledge and awareness regarding global agendas?
- To what extent are key stakeholders aware of their concrete contribution to global agendas?





### City WORKS tools

- Posters & Slides on global agendas – Explain key messages about the global agendas and their relevance for cities.
- Videos on global agendas – Use videos to explain the key messages about the global agendas.
- Picture Collection: Spot the agenda – Use pictures to connect urban situations to global agendas.
- Action Learning: Pair Matching – Summarise the relevance of SDGs for the local level and help participants memorise what each SDG stands for.
- Rapid Assessment of Long-term Vision – Explore how a city's long-term vision is connected to the SDGs and other global goals.
- Rapid Assessment of Main Priorities – Prioritise goals and collect main issues for development in your city with different stakeholders.
- Buzz Groups on SDG targets – Understand the relevance of SDG targets for the local level by listing ideas for measures to achieve them and possible challenges to be encountered.



### Additional resources

- **Local2030** – Network and Platform to Support Localising the SDGs
- **UN SDSN** – Getting Started with the SDGs in Cities
- **UCLG** – The Sustainable Development Goals: What Local Governments Need to Know
- **Metropolis Observatory** – Metropolises Addressing the Global Agendas
- **Division for Sustainable Development Goals, UNDESA** – Platform strengthening synergies between the Paris Agreement and the SDGs
- **ICLEI** – 15 Pathways to Localise the Sustainable Development Goals

## STEP 2. UNDERSTAND YOUR CURRENT SITUATION →

You want to have an overview of where your city currently stands regarding several social, economic, environmental issues? The self-assessment brings those targets to the forefront which are most relevant for your city. Additionally, the tools from this step will make it easier to brainstorm new possibilities, to prioritise challenges and to explore potentials. They also help to review local plans and policies against their already existing contribution to global agendas.



### Outcome

Recognise existing contributions to global agendas in local policies and plans and identify areas for potential urban transformative action.



### Guiding questions

- What is the current situation of the city (facts and figures)?
- What links are there between local plans and policies and the global agendas?
- How do current local measures already contribute to global agendas?



### City WORKS tools

- City Profile – Get a structured overview of the main characteristics of your city.
- Brainstorm Challenges and Opportunities – Identify challenges and opportunities for local action in your city.
- Localise Issues in the Map – Locate the main challenges and opportunities in your city with regard to sustainable urban development.
- Self-Assessment – Understand the relevance of global targets for local action and position your city in relation to the SDGs and other goals.

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- Review Local Plans and Policies – Analyse current plans and policies to identify already existing contributions to global agendas.
- Corner Game on Challenges – Discuss with peers about different challenges in implementing global agendas locally.



### Additional resources

- [UCLG Learning](#) – SDGs in the Municipal Map
- [ULCG Learning](#) – Base Plan. An Inclusive Planning Tool for Intermediary Cities

## STEP 3. IDENTIFY MEASURES FOR LOCAL ACTION →

This step is about brainstorming and identifying concrete measures with your partners for implementing global agendas locally. The tools will help you to match activities to the different levels of governance, different spatial scales, and different political priorities. Another possibility is to identify urban development measures according to different fields of action, such as mobility and transport, building and housing, water and sanitation, waste management, strategic urban planning and the like.



### Outcome

Identify specific areas for action and recognise the possible governance levels needed for implementation.



### Guiding questions

- On what level and in which fields of action can your city contribute to the achievement of global agendas?
- How can your city increase its contributions and overall performance towards implementing global agendas?



### City WORKS tools

- Brainstorming based on Self-Assessment
- Brainstorming based on Mapping Exercise
- Brainstorming based on Current Local Visions and Political Priorities
- Collecting Ideas along Fields of Action
- Collecting Ideas along Governing Roles



### Additional resources

- [VVSG](#) – Integrating the SDGs into Your Context Analysis
- Urban Catalyst – [Concept study](#) Linking Urban Action with Global Agendas
- [European Commission](#) – Green City Tool
- [Sustainable Cities Platform](#) – Database for Transformative Action

#### STEP 4. PRIORITISE MEASURES FOR LOCAL ACTION →

After having identified several measures that contribute to a set of global goals, it is necessary to prioritise among these. Which of these actions has the greatest impact? Which are most feasible and coherent in regard to existing strategies and resources? This step will help you to assess the pros and cons and to analyse the different measures for implementing global agendas locally in order to support evidence-based decision making. You will see, weighing the options makes it easier for you and your partners to prioritise measures and projects.



##### Outcome

Ranking options according to a defined set of criteria to come up with a list of prioritised measures.



##### Guiding questions

- How can your city best select and prioritise measures that contribute to global agendas?
- Which of the actions identified before are most feasible, impactful, coherent for your city?



##### City WORKS tools

- **Impact Check** – Impact assessment of potential measures regarding their contribution to global sustainability agendas.
- **Feasibility Check** – Simplified feasibility assessment of potential measures that helps further prioritisation.
- **Mandate Check** – Review your city's mandate and level of control in regard to different functions.
- **Urban Development Action Assessment** – Assess potential measures according to their co-benefits and trade-offs towards global goals and targets.



##### Additional resources

- **ADB** – Toolkit for Rapid Economic Assessment, Planning, and Development of Cities in Asia
- **CDIA** – City Infrastructure Investment Programming and Prioritization Toolkit

### 3.3 – PHASE III. TURN WORDS INTO ACTION: LOCALISE GLOBAL AGENDAS

After having identified and prioritised areas and/or concrete measures for local action that contribute to global agendas, the tools in phase III shall help you to prepare for their implementation, define next steps, and identify and mobilise relevant actors and resources. Simultaneously, it is important to plan and set-up effective monitoring and review mechanisms to measure the impact of activities and to help connect local with national or even international reporting. Strong review mechanisms also facilitate public communication about results thus fostering transparency and accountability for local action.

#### STEP 1. PLAN FOR LOCAL ACTION →

It is now time to develop an action plan for the implementation of prioritised measures and/or to design a relevant project in more detail (i.e. defining objectives, a logical framework, finding concrete connections to global goals, linking to budgeting, identifying stakeholders, etc.). However, before setting up completely new fields of action – try to mainstream measures into existing plans. No matter which way you and your partners choose, the tools from this step will show you how.



#### Outcome

Develop a road map or detailed projects for transformative local action and establish mechanisms to implement change projects that are aligned with global agendas.



#### Guiding questions

- What does your city want to achieve and how can you best get there?
- Are there conflicts to be avoided and synergies to be explored among projects?
- How can your city integrate the prioritised measures in policies and plans, i.e. is there a need to develop new plans and legislation or are there possibilities to align them with current plans?
- Which resources are available for the implementation of prioritised measures?



#### City WORKS tools

- Detailed Project Preparation and Exchange – Prepare a project in more detail with the help of a sounding board or expert group.
- Action Plan – Set up an action plan to implement prioritised measures.
- Self-Assess Financing Options – Analyse diverse financing options available to local governments.
- Road Map – Establish a road map for implementing prioritised measures.



#### Additional resources

- UCLG/Global Task Force with UN-Habitat & UNDP – [Roadmap for Localizing the SDGs](#): Implementation and Monitoring at Subnational Level
- GIZ – [Agenda 2030 in My Municipality](#): A Handbook for Practitioners for Localizing the Sustainable Development Goals
- UNDRR – [The Words into Action](#) (WiA) Guidelines Series

- UN-Habitat – [City Resilience Action Planning Tool](#)
- OECD – [Checklist for Public Action to Localise the SDGs](#)

### STEP 2. KEEP TRACK OF PROGRESS →

For effectively implementing transformative activities in your city, it is essential to also review and monitor their progress and impact. Not only does this allow for adjustments, if needed, it will also help you to better display what you are actually (already) doing for the achievement of global agendas – both to national and international partners as well as to your city's inhabitants. The tools from this step will thus help you to align existing monitoring systems with global targets and indicators and/or to set up effective monitoring and evaluation processes, ideally linked to national review mechanisms. However, defining proper indicators and good monitoring systems does not happen as a final step but should be considered in the early stages of the localisation process.



#### Outcome

Review existing monitoring systems or establish new mechanisms to contribute to national and global agenda monitoring and reporting.



#### Guiding questions

- How can your city keep track of progress and measure its contributions to global agendas?
- How can your city connect local-level indicators to national and global indicators?
- What kind of data is really useful for monitoring and reporting progress in regard to global agendas?
- What are good practices for setting up local review mechanisms?



#### City WORKS tools

- Data Challenges – Inspire discussions and think processes on data and indicators.
- Localising Global Indicators – Gain an initial understanding of selected indicators that are used to measure global goals and analyse them in light of the data collected at local level.
- Action Learning: Thirsty Donkey – Exercise to help understand the categories of a logical framework.
- Action Learning: Logical Framework – Understand how different indicators that are related to global agendas can be categorised along the logical framework.
- Project Indicators – Define indicators for an effective project monitoring and evaluation in line with global agendas.



#### Additional resources

- UCLG Learning – [The Mandala Tool](#)
- UN-Habitat – [City Prosperity Initiative](#)
- VVSG – [Local Indicators for the 2030 Agenda](#)
- European Commission – [European Handbook for SDG Voluntary Local Reviews](#)
- UCLG – [Guidelines for Voluntary Local Reviews](#)
- OECD – [Measuring the Distance to the SDGs in Regions and Cities](#)
- UNSD – [SDG Indicators Database](#)
- TRENDS – [Action to Global Replication: How Sub-national Data Efforts Support SDG Achievement](#)
- UNDP – [SDG Dashboard](#)
- UNDRR – [Disaster Resilience Scorecard for Cities](#)
- GIZ – [SDG Data Navigator](#)

## 3.4 – SUPPORTING ACTIVITIES

The supporting activities aim at bringing additional elements to the localisation process that are not specific to one phase or step of the City WORKS toolkit. These include identifying and engaging relevant stakeholders; advocating and communicating about the localisation process; developing capacities as well as facilitating peer-learning and networking; and, last but not least, managing information and knowledge and fostering innovation. For each of these activities you will find more information and references below. Concrete tools within the City WORKS approach are currently being developed for each of the activities and will be made available on the website as soon as possible.

### IDENTIFY AND ENGAGE STAKEHOLDERS

These activities will allow you to map urban stakeholders and understand how to involve them in different steps and processes. You will also gain insights about possible formats for managing multi-stakeholder partnerships. Stakeholders deal with certain issues generally in a non-neutral way. It is important to analyse their different concerns (objective and subjective), different interests (conflicts and synergies) and different legitimate power (decision and influence in decision) as well as different capacities.



#### Outcome

Matrix of stakeholder overview and analysis as well formats for cooperation.



#### Guiding questions

- Which stakeholders need to be involved in different processes (planning, implementation, decision-making)?

- What are their concerns and interests, their legitimate power and capacities?
- How to promote formats for multi-stakeholder and/or multi-level partnerships?



#### Selected resources

- C40/ARUP – [Inclusive Community Engagement Playbook](#)
- C40/ARUP – [Inclusive Community Engagement Executive Guide](#)
- Wageningen University – [Multi-Stakeholder Partnerships](#)
- The Partnering Initiative and UNDESA – [Maximising the Impact of Partnerships for the SDGs](#)

### ADVOCATE FOR AND COMMUNICATE ABOUT LOCAL ACTION

In these activities you will learn to promote ownership of different processes, connecting to the community but also to the national and subnational levels. In addition, it is about making use of proper formats and channels to communicate with different target groups. One pillar builds upon tools for internal communication and advocacy aiming to inform and interact with municipal staff and elected officials, but also with higher levels of governance (subnational/national). Another pillar relates to tools for external communication and advocacy, targeting municipal means of communication and informing the public. Moreover, initiating a broad-based dialogue and systematically engaging partners and other stakeholders is key for a successful localisation process, focusing on actions and events, but also on interactive tools.



### Outcome

Develop an advocacy and communication strategy for different stakeholders and target groups.



### Guiding questions

- Which steps are necessary to create ownership for the localisation process among key stakeholders (bottom-up and top-down)?
- What is the current level of understanding about the localisation process among relevant target groups? What are corresponding communication needs?
- Which channels and formats (internal/external) are most suitable to reach and engage the different stakeholders?



### Selected resources

- Civicus – [Toolkit for Strengthening Citizen Action](#)
- Civicus et al. – [Advocacy Toolkit](#) – Influencing the Post-2015 Development Agenda
- VNG – [Developing a Communication Strategy for a Local Government Association](#)
- GIZ Agenda 2030 in My Municipality – [A Handbook for Practitioners for Localizing the Sustainable Development Goals](#)
- VVSG (Association of Flemish Cities and Municipalities) – [SDGs in Your Municipality](#): 50 Practical Awareness-Raising Examples, Volume 1
- VVSG – [SDGs in Your Municipality](#): 50 Practical Awareness-Raising Examples, Volume 2

## STRENGTHEN CAPACITIES AND FACILITATE LEARNING AND NETWORKING

These activities invite you to have a look at the capacity development needs of relevant stakeholders to ensure the sustainable integration of measures into ongoing processes and enhance skills and procedures. You can start by analysing how certain capacities can be build and strengthened in regard to individuals' competencies, organisational and network development, and system and institutional development. Think also about how to use different channels and formats for multiplying the learnings and for promoting horizontal and vertical learning opportunities.



### Outcome

Strengthen capacities of relevant stakeholders throughout individual, organisational, network and institutional levels.



### Guiding questions

- What capacities needs exist among relevant stakeholders and at different levels (individual, organisational, network and institutional)?
- How can these capacities be strengthened? Which formats and tools are available (e.g. trainings)?
- Which formats for promoting peer-to-peer learning and for institutionalising networks are successful and applicable (e.g. community of practice)?



### Selected resources

- GIZ – [Organisational Capacity Self-Assessment Tool](#) (OCSAT): Practitioners Guide (p. 235)

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- GIZ/UN-Habitat – **Metropolitan Governance**: A Framework for Capacity Assessment
- UCLG Learning – **SDG Learning Modules** (Training of Trainers modules)
- **Connective Cities** – International Community of Practice for Sustainable Urban Development
- **Ounce of Prevention Fund** – Formats for Peer Learning Groups

### MANAGE INFORMATION AND KNOWLEDGE AND PROMOTE INNOVATION

Here you will be dealing with activities related to knowledge and information management and stirring innovation, which is key for transformative urban processes. Information management is about collecting, managing and distributing relevant information. When information is processed and structured, meaning when people refine information into something useful, then knowledge is created. Innovation on the other hand focuses on capturing, acquiring, managing and diffusing knowledge with the goal to create new knowledge. Therefore, these activities are intrinsically linked with each other, but they are also very much connected to the activities listed above.



#### Outcome

Understand and improve knowledge and information systems as well as innovation approaches dealing with urban processes.



#### Guiding questions

- How is data/information collection, storage and sharing currently organised in your city? What are challenges and opportunities?
- How is knowledge currently being created, shared, diffused?
- Which innovative, collaborative and agile approaches can inspire and motivate others?



#### Selected resources

- Climate Digital Cities Hub – **Responsible Data Management e-Learning for Cities and Municipalities**
- ICLEI/ WeLoveTheCity – **Open Governance in the Smart City**
- GIZ – **Co-creating Climate Smart Cities: A Practical Guide**
- URBACT Toolbox – **Sharing Knowledge**
- Maastricht University – **Guidelines for Urban Labs**



## 4 – ANNEX I: OVERVIEW OF CITY WORKS STEPS & TOOLS

### PHASE I. – GET STARTED: PREPARE THE LOCALISATION PROCESS

#### Step 1. Collect relevant information

Checklist

[Stakeholder mapping](#)

[Butterfly of capacity development](#)

[Needs assessment](#)

[Relevant plans/policies/processes](#)

[Mandate check](#)

[Enabling conditions](#)

#### Step 2. Define and operationalise the process

[Selection template](#)

[Operational Plan Template](#)

### PHASE II. – DIVE DEEP: CONNECT GLOBAL AGENDAS TO LOCAL ACTION

#### Step 1. Get to know global agendas

[Posters & Slides on global agendas](#)

[Videos on global agendas](#)

[Picture Collection: Spot the agenda](#)

[Pair Matching – Action Learning](#)

[Rapid Assessment of Long-term Vision](#)

[Rapid Assessment of Main Priorities](#)

[Buzz Groups on SDG targets](#)

#### Step 2. Understand your current situation

[City Profile](#)

[Brainstorming Challenges and Opportunities for Urban Action](#)

[Localise Issues in the Map](#)

#### [Self-Assessment](#)

[Review Local Plans and Policies](#)

[Corner Game: Challenges](#)

#### Step 3. Identify measures for local action

Brainstorming based on Self-Assessment

Brainstorming based on Mapping Exercise

Brainstorming based on Current Local Visions and Political Priorities

Collecting Ideas along Fields of Action

Collecting Ideas along Governing Roles

#### Step 4. Prioritise measures for local action

[Impact Check](#)

[Feasibility Check](#)

[Mandate Check](#)

Urban Development Action Assessment

### PHASE III. – TURN WORDS INTO ACTION: LOCALISE GLOBAL AGENDAS

#### Step 1. Plan for local action

[Detailed Project Preparation and Exchange](#)

[Action Plan](#)

[Self-Assess Financing Options](#)

[Road Map](#)

#### Step 2. Keep track of progress

[Data Challenges](#)

[Localising Global Indicators](#)

[Action Learning: Thirsty Donkey](#)

[Action Learning: Logical Framework](#)

[Project Indicators](#)

## 4 – ANNEX II: CITY WORKS IN PRACTICE – SELECTED CASE STORIES

### MAURITANIA

#### CONTEXT

Sebkha is a municipality in the Nouakchott Capital Region, with a population of more than 100,000 inhabitants. This ‘melting pot’ quarter with a high number of migrants from neighbouring countries and rural Mauritania is characterised by low incomes and a lack of basic services in areas such as sanitation, health and education. Parts of Sebkha are situated below sea level, making the area particularly vulnerable to flooding from sea level rise and increasingly heavy seasonal rainfalls.



Sebkha municipality in the Nouakchott Capital Region, Mauritania

Since taking office in autumn 2018, mayor Mr. Aboubacar Soumaré has been working to improve public service delivery, including municipal finance. With support from the Mauritanian-German Programme to strengthen Decentralisation and Public Finance (ProDeF), his administration was able to raise municipal revenues by 114 percent in 2019 compared to the previous year, and another increase of more than 800 percent is projected for 2020. Increased municipal revenues shall now be re-invested into municipal services and, ultimately, in the quality of life of Sebkha’s population. The 2030 Agenda was considered as an ideal lense through which to observe and decide on Sebkha’s most urgent development needs, and on municipal actions that contribute towards fulfilling them in the time frame of 2020 to 2023 (mandate of Mr. Soumaré).

#### APPROACH

From 11–18 March 2020, a workshop was carried out to develop a municipal action plan for enhancing Sebkha’s development according to the SDGs. The moderators, a development advisor seconded to Sebkha and an advisor from the Sector Project Cities, followed the City WORKS methodology. In five intensive workdays, the mayor as well as a dozen of municipal employees and experts accomplished a long journey of learning, reflection and planning. In particular, they:

- Learned about the SDGs at goal and target level;
- Discussed statistical and survey data on Sebkha in relation to the SDGs;
- Selected SDG targets that best address the development priorities of the municipality;
- Rated to what extent Sebkha has been addressing and achieving these targets;

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- Identified opportunities and challenges to improve specific development targets;
- Recognised four strategic priorities – living environment, education, health and social cohesion – each being related to a number of SDG targets;
- Developed one flagship project per priority area;
- Developed indicators to measure progress towards the goals.

### RESULTS

Through the strategy process, the mayor and his team obtained a clear orientation to guide and steer the municipality's actions and investments. Within the municipal team, the joint reflection has brought about a common understanding of Sebkha's development needs and priorities. The four strategic areas point out which development priorities shall be tackled in a 3-year perspective. Four flagship projects – upgrading sewage disposal, renovating sports infrastructure, creating green spaces, improving access to a hospital – are being prepared under the leadership and with resources from the municipality. Partnership with residents, the private sector and other stakeholders are being sought as suitable. Due to its SDG orientation and strong ownership, Sebkha's new action framework also provides a good entry point for other development partners. A document summarising the strategy and action framework has been prepared by the municipality and can be accessed [here \(French only\) →](#).

## GHANA

### CONTEXT

The Support for Decentralisation Reforms (SfDR) Programme was a joint collaboration between the Government of Ghana and the Government of Germany to develop capacities of 60 partner districts in the areas of revenue mobilisation, planning and budgeting, cooperation among key actors and improvement of data-based development planning for the implementation of the 2030 Agenda. Ghana's commitment to the SDGs and shared vision of "leaving no one behind" requires a multi-level, multi-stakeholder approach that pays attention to quality data and capable local actors and institutions for implementing, monitoring and reporting on the Agenda 2030. The SfDR programme sought to support the collection and usage of high quality and timely disaggregated data to improve data-based development and to increase awareness and capacities in metropolitan, municipal and district assemblies for the implementation of the 2030 Agenda.

### APPROACH

A training workshop was offered in November 2018 as a kick-off event within the activities of the SfDR Programme in the Volta Region (Districts: Ho, Ketu South, South Tongu). Around 30 participants including GIZ staff were invited for the 2-day workshop, composed of: district planning officers, assistant statisticians, budget officers, heads of decentralised departments and units (education, health, gender desk, etc), coordinating directors from the three pilot districts in the Volta Region, staff from the Regional Planning Coordinating Unit (RPCU), staff from the Regional Coordinating Council (RCC), as well as members of the District Planning Coordinating Unit (DPCU) and the regional economic planning officer.

Following the City WORKS approach, the participants had a chance to work on different entry points in the task of localising the SDGs in their district. The main outcome of the training was an increased awareness about the relevance and importance of localising the SDGs, looking also in depth on



Neighbourhood of Nima in Accra, Ghana

the issue of data and related challenges. The discussions were very lively and rich, and participants engaged enthusiastically in understanding their own situation and developing ideas for their future day-to-day work.

### RESULTS

The initial task was to understand how the long-term vision of the districts (and concrete actions within it) are connected to SDGs, looking also at the availability of targets, baselines and indicators for these actions. Moreover, the participants assessed if reliable data is already being collected and used to keep track of said actions. Then each district was asked to self-assess its own performance in regard to selected SDGs targets, also performing a detailed analysis to understand the reasons of a poor assessment of certain targets. In a third step, a detailed analysis of four selected SDG indicators showed that participants had a critical understanding of existing data challenges but also formulated good ideas for innovative solutions.

Aiming at a peer-to-peer learning opportunity across the different districts, the next exercise focused on success stories available in certain sectoral areas regarding data issues, and also provided the opportunity for brainstorming and developing ideas for a more effective data management. Finally, a concrete roadmap/action plan was developed for each district that defined immediate action for several areas (awareness raising and communication, stakeholder involvement, capacity development, data management), also determining the timeline and the individual responsibilities.

## EGYPT

### CONTEXT

The Participatory Infrastructure Project (PIP) in Egypt, together with TU Berlin El Gouna Campus as well as Sawiris Foundation for Development (SFFD), have been working closely with local governments as well as with active NGOs across the country for several years. Upon close consultations with the Informal Settlement Development Fund (ISDF), a number of needs have been identified to strengthen the capacities of local government employees to develop and manage urban interventions in line with international agendas. Against this background, the goals of the process in Egypt, which was financed by BMZ's **2030 Agenda Transformation Fund**, were to offer a training on evidence-based planning and monitoring of urban projects as well as to develop regional and local approaches to the localisation of SDGs.

### APPROACH

With a stronger focus on enabling local governments in Egypt to become key agents in SDG implementation, the project offered two sequential three-day workshops with round tables for eight governorates: Red Sea – Hurghada, Port Said, Asyut, El Monofya Shebin Elkom, El Sherkeya Zagazig, Behayra Damanhour, Matrouh, and Dakahleya Mansoura.

Taking place in July and August 2019, the events gathered representatives from local authorities (Urban Upgrading Units, Urban Planning Department, Planning and Monitoring Department), academia and NGOs. Over 50 participants have engaged in both practice-oriented workshops, which have been conceptualised with the support of the City WORKS approach.

Main outcomes achieved were an improved capacity of the local government representatives to contextualise the 2030 Agenda at the local level and to mainstream efficient work practices, reflecting on the SDG indicators, sharing good practice examples, exploring potential resources and understanding existing constraints while working on future projects/visions for urban areas.

### RESULTS

During both workshops, participants have worked towards understanding the relationship between international and national agendas, indicators and local plans, aiming to develop approaches for integrated urban planning that avoids working in silos.

The focus of the first workshop was to better understand the SDGs and their relevance for the local context. Thus, participants were asked to self-assess each governorate in regard to certain SDGs targets relevant for their urban context and then to localise key challenges and opportunities in their city's map. This allowed them to identify and prioritise relevant areas of action. During the second workshop, a strong emphasis was put on discussing and analysing the type of data and indicators useful to monitor action in the previously prioritised areas of action. Representatives from various



Greater Cairo Region, Egypt

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governorates discussed about solutions for dealing with data challenges. This resulted in a series of recommendations on data in the areas of environment and climate change, urban sprawl on agricultural land/land management, education, water and sanitation, infrastructure, informal settlements and financial resources.

Participants were then introduced to approaches for effective project monitoring and evaluation and the method of the logical framework. With this, they were able to define a logical sequence of measures related to the SDGs and to develop relevant indicators for their own selected projects. The different projects selected by the cities were thoroughly prepared, presented and analysed by their peers. This provided for a great cross-learning opportunity and helped participants to consolidate the previously acquired knowledge.