



INTEGRATING THE SDGS INTO YOUR CONTEXT ANALYSIS: HOW TO START?



Vlaanderen
verbeelding werkt

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1 INTRODUCTION

The sustainable development goals (abbreviated as SDGs) have gained a lot of recognition among Flemish cities and municipalities since their adoption in September 2015. The SDGs are **universal**; each country and actor around the globe must take their responsibility, including local authorities. The SDGs can be local, but do not need to be. All goals also affect the powers of local authorities and offer a **framework** for addressing global challenges at a local level. The SDGs can also promote transversal work as the 17 goals are interrelated. Realising these goals requires cooperation across policy domains. The bar is justifiably high; each policy level must contribute to make the world and its various societies ready for the future.

The SDGs also offer a **long-term perspective**; the goals must be achieved by 2030. Municipalities have two terms to work on the SDGs to achieve a sustainable period that lasts past 2030.



With the [promotional materials](#) distributed by the Association of Flemish Cities and Municipalities (VVSG), you can launch a powerful message within your city or municipality. Making the SDGs visual and discussing them is the first step to achieving the ambitious goals. It is also essential to create awareness and support.

A first step toward the local translation of the SDGs was already given in the [Local support for global challenges](#) publication. Your city or municipality may already have implemented numerous examples. Others may inspire to go one step further.

The greater goal is **a local government who has adopted the idea of sustainability**. A municipality or city in which all actions fit the framework of sustainable development with a focus on people and planet. A culture in which everyone, volunteer and entrepreneur, civil servant and councillor, individual and association, resident and district, centre and periphery, wants to leave a sustainable mark on society.

Local governments can structure their policy planning around the SDGs. In Flanders (Belgium), local elections are being held in October 2018. After these elections, the newly elected officials will have to develop a new 5-year policy plan for 2020-2025.

The policy planning process gives perspective and sets priority lines at a local level for the coming policy term. But it also provides momentum to organisational development. What do we stand for as an organisation? What do we consider our core mission(s) and how do we want to achieve this/these? What values do we prioritise as a government? The synchronous process of the integration of the Public Centre for Social Welfare (OCMW) and municipality into the 'local authority' and the new policy cycle is a challenge but certainly offers opportunities. Cross-domain objectives for which various services work together must end the anchored planning structure used by many authorities.

The SDGs offer a unique angle to realise this and boost the quality of an integrated policy plan. An explicit reference to these SDGs in the vision text of the local government would definitely be suitable. The engagement to address these global challenges at a local level can be very invigorating, motivating and unifying, both within and outside the organisation and across party lines.



This work arose from the need for inspiration to pick up the SDGs during the policy planning. A first step in the new policy planning cycle is the context analysis (developed during 2018-2019), which gives an overview of the current state of affairs in the municipality with regard to, amongst others, demography, economy, social and technological features. In an SDG pilot project, twenty **highly motivated local governments** have committed to work on a context analysis based on the SDGs. The 5 scenarios that are presented in this document for inspiration have been established after several workshops with these pilot municipalities. Ideas, templates, forms and processes have been shared and exchanged to achieve this result.

This **inspiration memo is part of a broader process** in which VVSG together with the SDG pilot municipalities check how we can structurally anchor the SDGs in the municipal policy. In the course of 2018 and 2019, tools and recommendations are being developed to integrate the SDGs into the multi-annual strategic plans and indicators.

Examples in this document are indicated by a green hand:



These examples are individual exercises and merely provided as a starting point. Try to create an own local story by doing each exercise yourself.

Aspects that demand attention are indicated by the following symbol: 

This inspiration memo is an **living document**. The memo gives an impetus to link the structure of the context analysis to the SDGs. As municipalities evolve in the preparation of their context analysis, this memo will be supplemented with concrete examples.

If you want more information, you can contact Hanne Albers (hanne.albers@vvsg.be), Jules De Winter (jules.dewinter@vvsg.be) or Karlien Gorissen (karlien.gorissen@vvsg.be).

2 INSPIRING SCENARIOS: HOW & WHAT?

The 17 SDGs are very extensive and cover a wide field. Integrating all these themes into the context analysis (CA) is a challenge.

Not all cities or municipalities have the same expertise from previous planning periods or the same possibilities in terms of available time. The approach to the CA may vary greatly between local governments. The CA may already be created in a very structured manner. The starting point can also differ greatly from government to government in terms of timing.

We present **5 scenarios** that differ from each other in terms of time and the way in which you use the SDGs. Each scenario has advantages and disadvantages and we will present some. Each scenario provides an approach to the integration of the SDGs into the further policy planning.

Choose the scenario that is feasible within your municipality or use them as a source of inspiration to set your own course.

We have listed 5 scenarios with a very brief introduction below. The document will discuss each scenario in more detail later.



1

Thorough integration of the 17 SDGs

How? You make a cross-sectoral working group for each SDG or cluster of strongly related SDGs and create the context analysis together.

What? The document contains 17 chapters, one chapter for each SDG.

2

Clustered integration based on the 5 pillars of sustainable development

How? You create the context analysis process based on the existing clusters as proposed at an international level: the 5 pillars of sustainable development (People, Planet, Prosperity, Peace and Partnership).

What? The document contains 5 chapters, one chapter for each pillar.

3

Clustered integration based on DESTEP

How? You use the DESTEP method (Demographic, Economic, Social, Technological, Ecological, Political) when drawing up your context analysis and create a link with the relevant SDGs for each element.

What? The document is based on the 6 DESTEP factors to which the SDGs are linked.

4

Integration based on the structure of the City or Municipality Monitor

How? You create a link with one or more of the SDGs for each of the topics of the monitor.

What? The context analysis consists of 11 or 15 chapters, each chapter contains information linked to one or more of the SDGs.

5

Basic integration

How? You use the SDGs as a check after the creation of the context analysis.

What? After the creation of the context analysis, you add an SDG register to the end of the document or label the context analysis with the SDG logos.

3 SIX GENERAL TIPS WHEN CREATING A CONTEXT ANALYSIS

The context analysis covers 3 aspects



The context analysis (CA) is the first step of the policy planning process and is an obligation in the context of the Policy and Management Cycle (PMC). The CA aims to give an as extensive, broad and objective possible idea of the current situation of all policy domains of the municipality or city. It consists of internally and externally available or measured figures¹. These quantitative data are preferably supplemented with qualitative data. Qualitative data can support and enrich the figures. A third aspect of the CA includes effective analysis of the data: relevant indications, trends or evolutions must be explained.

Gaining support



If you want all city or municipal services to work using a sustainability mindset, it is important to create support among the staff. All employees in all policy domains must understand how his or her work affect sustainable development.

An introduction of the SDGs or a more extensive project is not unnecessary in this context.

You can work on internal and external support for the SDGs in different ways. You can arrange an introduction or workshop for the (joint) management team, for department meetings, for the staff, the Board of Mayor and Aldermen, or the municipal council. You can use this presentation or the VVSG circle exercise (also available in English). The promotion of the SDGs by the elected officials can also demonstrate the support of the city administration for the sustainability story.

More generally: the communication department can play a major role in the distribution of knowledge about the SDGs across the entire organisation and municipality. By linking all internal and external communication to the relevant SDG(s), they will become increasingly visible. This gets citizens and other external actors involved in the sustainability challenge.

There are already a lot of good examples of how municipalities are creating this support.

The context analysis: uniform and consistent



If the context analysis document is created by different persons, it may be useful to draw up a template in advance. This results in uniformity in the input from the different departments. Thanks to this framework, a balanced document can be created. It is also important to monitor the consistency of the different sections. A

¹Refer to Annex A for the exercise done by the pilot group.

coherent CA can only be created by speaking a common language during the creation process. This shows a shared vision and benefits the creation of shared goals across the departments. But how do you start developing a common language? Maybe the SDGs will do the trick?

Coordinating and writing



The preparation of the CA involves two important roles: a coordinator and a domain manager. You can benefit from setting up a coordination committee with two or more civil servants who adopt one of the roles.

You need civil servants who like to write and adopt the responsibility to write (a part of) the CA. These domain managers take the responsibility for a theme, a cluster of themes or a policy domain and ensure that the template is completed timely and correctly. Coordination is also essential. This role can be fulfilled by a policy coordination or strategic planning officer or a civil servant who is part of the (joint) management team. This person (or these persons) is (or are) responsible for the process and the coordination of the writing of the CA. They combine all documents and deliver a structured, coherent and balanced document.

Involving external actors



Involving external actors² in the CA is certainly useful. This can be done in the form of citizen participation or by consulting partners. Partners are associations or (private) organisations that are also active in the domain, as well as city or municipal services or public entities. These actors can give important qualitative insights that may have gone unnoticed internally. This may make the analysis of the figures more objective and valuable. The document becomes more legitimate thanks to the involvement of external partners. A CA which is drawn up like this may make the civil administration more persuasive towards the political level.

Drawing up plans for the future



The CA often indicates the challenges for the city or municipality. It is not surprising that this exercise often results in good solutions to these challenges. This information is useful in the next phase of the policy planning process once the 'goals, plans and actions' are laid down, together with the new policy team. It would be a shame not to capture any creative thoughts for later. Combine good plans or actions if possible to get back to them later on in the process. You can include these plans in an administrative memorandum³ drawn up besides the CA.

²Refer to Annex C for an interesting matrix to help select the right external partner(s).

³Refer to Chapter 8 of this memo.

4 The SDGs AND THEIR DIFFERENT THEMES

The context analysis (CA) is an objective document which by default does not contain any policy suggestions of the city or municipal government towards the new, future government. The creation of the CA is based on (objective) findings within the city or municipality and not on goals. These are addressed in a later phase of the policy planning. Therefore it is necessary to place the SDGs, that are goals, within the themes to which they relate.

The possible themes or domains of each SDG are listed below:

					
POVERTY	NUTRITION AGRICULTURE	HEALTH CARETAKING SPORTS	EDUCATION	GENDER EQUALITY	WATER
					
ENERGY	WORK & ECONOMY	INFRASTRUCTURE & INNOVATION	INCLUSION MIGRATION	HOUSING MOBILITY SPATIAL PLANNING	CONSUMING PRODUCING
					
CLIMATE	SEA/OCEAN	BIODIVERSITY	OWN SERVICES PARTICIPATION SAFETY FINANCES	PARTNERSHIPS & LEGAL CERTAINTY GLOBAL	



The rest of this document will use the term SDG for the sake of simplicity. Keep in mind that this does not refer to the SDG as a target but to the theme or domain related to this target.

There are a lot of connections between the contents of the SDGs. This is logical and may prove to be very useful. Mobility is primarily part of SDG 11 but there are also clear connections with SDG 13 (climate) and SDG 9 (infrastructure).

The CA structure with the SDGs makes it easier to capture sustainability goals in a later phase. The structure also helps readers realise that municipal services are not just part of one SDG but often work within multiple SDGs. This encourages cross-service cooperation and an integral approach to work.



Please note: the SDGs are goals that have been drawn up from a global perspective and are balanced at a global level. When you study them from the context of a specific continent, country, region or local government, you can have a different focus. Certain SDGs may be more or less relevant. A deliberate political choice can also lead to more local focus on certain themes.



5 THE SDGs IN THE INTRODUCTION OF THE CONTEXT ANALYSIS

This document will now discuss five scenarios in which you can include the SDGs in the context analysis (CA). Regardless of the choice made as a government, it is important to use the perspective of the SDGs in the introduction (of the document) of the CA. It is a deliberate choice to pay attention to sustainable development from a global perspective in the municipal policy. You should explicitly state this in the document to present the core message. The text below is an example of how you can phrase this. Of course, you can adapt this to your situation based on your own insights.



This Context analysis uses the **Sustainable Development Goals of the United Nations (SDGs)** as a perspective for the preparation of the municipal policy. The SDGs are a perfect framework to respond to **the challenges of today and tomorrow**. The UN uses 17 goals to strive towards **a sustainable world in 2030**. In this **inclusive and universal development agenda**, development is inextricably linked to **respect for our planet and its inhabitants**.

All 17 goals relate to **local powers** and cannot be achieved without the efforts of cities and municipalities. The challenges present themselves at a local level and solutions can also be found here. The municipality is the level of government **closest to the people** and knows best what is going on and needed.

It is essential that the vision of sustainable development and the SDGs is included in the **policy planning**. The Context analysis is a first step in this process. This Context analysis also includes data on themes that relate to the SDGs such as quality services, participation, housing and mobility. This is an important step to be able to determine goals and actions in a later stage of the planning process.



7 AN EXPLANATION OF THE 5 SCENARIOS

The structure of the context analysis (CA) is a first step in the policy planning of a local government. For practical reasons, as a local government has a broad work field, the CA is divided into **domains**. We can define a domain as the place where supply and demand for certain forms of individual or collective services meet. Domains can also be called policy themes or clusters.

The division and the existing domains depend on the local situation. A common division, especially for medium-sized governments, is a subdivision into “Well-being and Care”, “Territorial Affairs” and “Leisure and Culture”. Other governments will use more clusters: well-being, care, mobility, environment, (traffic) safety, culture, sports, education, ...

A civil servant is appointed for each domain who is responsible for the corresponding context analysis. The various **domain managers** often meet in a coordination committee to coordinate the entire CA process.

The domain manager will also address the question of how **participation** in his domain can be organised. This refers to staff and external actors who are active within the domain. It can also refer to citizens who make use of the services.

You can organise **horizontal participation processes** across the domains and involve various target groups (seniors, young people, families) in the policy planning.

The SDGs are a new way to interpret domains and horizontal participation processes.

- ➔ **Scenarios 1 and 2** present a new way to give an interpretation to the domains. The **domains** are created **based on the 17 SDGs or the 5 pillars** of sustainable development.
- ➔ In **scenarios 3 and 4**, the **SDGs** are integrated as a **horizontal subdomain**. The SDGs are addressed across the different domains.
- ➔ **Scenario 5** uses the **SDGs** as a **check mechanism** after the analysis.



7.1 Scenario 1: Thorough integration of the 17 SDGs

Why?

You consider the run-up to the new policy as an impetus to get a clear idea of the role of the local governments in global challenges. By collecting data at the level of the 17 SDGs, you gain insight into the entire spectrum of results and opportunities of the policy. The goal is to base the actual policy on the SDGs.

You can use this scenario to implement the SDGs into all domains of the city or municipality. The SDGs are used to give a new interpretation of the domains of the CA. This results in a sustainability mindset throughout the organisation. Shared global goals with concrete actions at a local level are within reach. An integral approach to work is encouraged.

ADVANTAGE

- + Very detailed thematic data collection
- + Clear link with SDGs makes the phrasing of goals easier
- + The CA transcends the individual services
- + Shared responsibility for SDGs becomes clear
- + [Illustration and promotional materials](#) for internal and external communication is available
- + Attractive perspective for participation processes

DISADVANTAGE

- Time-intensive
- This process must be captured in advance
- Risk of new compartmentalisation based on the SDGs

Process

Step 1: Coordination Committee

Set up a coordination committee which consists of at least 1 coordinator and multiple domain managers. The domain managers are each responsible for one (or more) policy domain(s), SDG(s) or cluster(s) of the SDGs. The coordinator combines the analyses and delivers a coherent final document.

Step 2: Knowing SDGs

Ensure that at least the people who contribute to the preparation of the context analysis know the SDGs. This can be done using an explanation (based on the [VVSG presentation](#)), the [VVSG brochure](#), the [SDG video made by VVSG](#),

Step 3: Template

Create a template with the coordination committee for a structured approach to the collection of information from step 4 and 5. Use these templates during step 4 and 5.

Step 4: Circle Exercise

Do the [VVSG Circle Exercise](#) for each policy domain with the department manager, supplemented by a group of employees.⁴ Each department will then collect figures and qualitative information about everything that has come up during the circle exercise.⁵



Step 5: Analysis dialogues

Use the various circle exercises to determine what SDGs can be linked to each other. Organise for each SDG or for each cluster of connected SDGs an analysis dialogue with the stakeholders of all policy domains or with the stakeholders of the departments that are most strongly related to each SDG.⁶ The coordination committee can also participate in these dialogues. Look for trends or indicate where additional information is necessary. You may also invite relevant external partners (associations, organisations, companies, citizens, ...) to expand the qualitative information.

Step 6: Synthesis

The coordinator brings all information together in a streamlined, uniform and consistent context analysis. The document is divided into 17 chapters. A more detailed division can be made based on the focus of the city or municipality. Examples are demographics (youth, elderly, young families, ...) or policy domains such as housing⁷, culture or leisure.

⁴The VVSG Circle Exercise is best done with a maximum of 8 to 10 people. This exercise is also a good way to introduce all services to the SDGs.

⁵Also refer to Annex A.

⁶Refer to Annex C for an overview of the internal services linked to the SDGs.

⁷Housing can, for example, be placed in SDG 1 (poverty), SDG 7 (energy) and SDG 11 (sustainable cities and communities).

7.2 Scenario 2: Clustered integration based on the 5 pillars of sustainable development

Why?

You want to include the SDGs in the context analysis (CA) and are looking for a logical structure to create clusters of interconnected SDGs.

This scenario translates the current structure of the CA into a structure with integrated SDGs. You base this on the existing cluster as proposed at an international level: the 5 pillars of sustainable development as shown in the figure below. These 5 pillars are an approach to the policy domains of the CA based on the SDGs.



ADVANTAGE

- + The 5 pillars offer an existing clustering of the multitude of themes. They make the integration with the SDGs manageable thanks to the relatively limited format.
- + The link with the SDGs is explicitly present
- + Shared responsibility for themes becomes clear
- + Structured data collection in a limited number of working groups
- + Illustration and promotional materials for internal and external communication is available
- + The scenario enables you to promote internal cooperation

DISADVANTAGE

- The SDGs have been categorised. A custom approach becomes more difficult.
- Partnership and Peace are pillars that are partly transversal to the other pillars
- This scenario must be incorporated at the start of the CA process

Process

Step 1: Coordination Committee

Set up a coordination committee which consists of at least 1 coordinator and multiple domain managers. The domain managers are each responsible for one or more pillars of sustainable development. The coordinator combines the analyses and delivers a coherent final document.

Step 2: Knowing SDGs

Ensure that at least the people who contribute to the preparation of the context analysis know the SDGs. This can be done using an explanation (based on the [VVSG presentation](#)), the [VVSG brochure](#), the [SDG video made by VVSG](#),

Step 3: Template

Create a template with the coordination committee for a structured approach to the information collected during the work moments. Use these templates during the work moments.

Step 4: Session 1 “Peace and Partnership”

Invite employees from different domains to contribute to the peace and partnership pillars. (Depending on the possibilities, this session can take the entire day or half a day). You can choose to explain the SDGs and their clustering in 5 pillars at the start of the session.



It is important that the ‘peace’ and ‘partnership’ pillars are transversal to the other three pillars (people, prosperity, planet) and are given attention during the next sessions. After all, they relate to services and concluding partnerships.

Example



A recent and clear example are the first-line care regions. The individual local government is unable to and should not do everything itself. For an efficient and effective policy, cities and municipalities must have a more consistent focus on partnership in which each partner helps achieve overarching goals based on its own expertise and domain. The goal is better services (peace) in the care sector through more intensive cooperation (partnership).

If there are sufficient participants, you can divide them into groups that are as diverse as possible in term of substance. Let them brainstorm on the pillars of 'peace' and 'partnership'. Point them in the right direction using the following 2 options:

a. Option 1: Directing inspirational memo

- Drawn up by the coordination committee
- Internal and easily available figures, qualitative data, ongoing actions, trends, ... related to the pillars of 'peace' and 'partnership'.
- Inspiring questions to point the participants in the right direction, for example:
 - o What do we already do with respect to this theme?
 - o What are citizens thinking? What are citizens satisfied or dissatisfied with?
 - o Are there new relevant technologies, actors, organisations or trends?

Let the group(s) think about things like quantitative data, qualitative data, ongoing actions, trends, ... from all policy domains based on the inspiration memo that can be linked to 'peace' and 'partnership'.⁸

b. Option 2: SWOT analysis

- Identify strengths, weaknesses, opportunities and threats related to the pillars of 'peace' and 'partnership'.
- Support this SWOT analysis with:
 - o internal and/or external quantitative data
 - o qualitative data (trends, reports, survey results, ...)
 - o an overview of actions or projects that match the relevant pillars
- Brainstorm on future ideas that can later serve as input for the administrative memorandum or can be translated into an action to achieve a formulated policy goal.



⁸You can use flip charts for this. Write down one topic per sheet. You can write down *quantitative data* on one sheet, *ongoing actions* on another sheet, etc. Distribute the sheets throughout the room. Each group starts at a different sheet. After a fixed number of minutes, you let the group switch to the next sheet. Do this until all groups have seen all sheets. Also refer to Annex A.

Step 5: Sessions 2 (people), 3 (prosperity) and 4 (planet)

Repeat step 3 and organise 3 sessions for the other 3 pillars.

Step 6: Synthesis

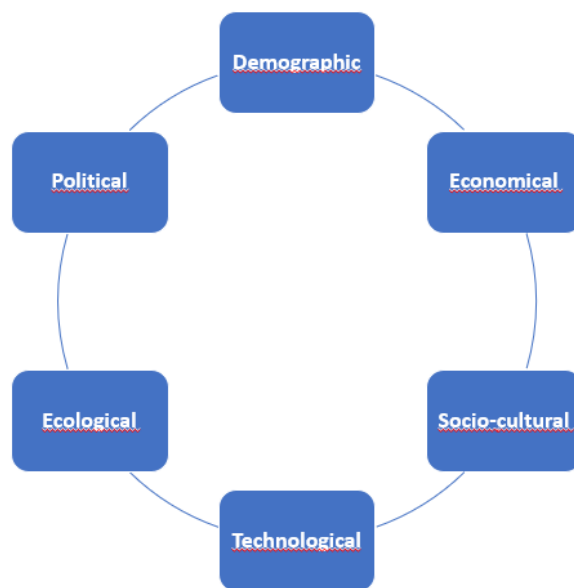
Structure the document in 5 chapters, one for each pillar. The detailed division mainly depends on the focus of the city or municipality. Certain SDGs can be discussed individually, and policy domains with a large impact on society can result in an additional subdivision in the structure.



7.3 Scenario 3: Clustered integration based on DESTEP

Why?

You want to structure the context analysis (CA) and connect it to the SDGs. You are already familiar with the DESTEP method. You include the SDGs in the CA in a horizontal way.



DESTEP is an acronym and means Demographic, Economic, Socio-cultural, Technological, Ecological and Political. These are 6 factors that affect the context of an organisation. Since a lot of Flemish cities and municipalities used the DESTEP method in the past, it may be appropriate to link the SDGs to this structure.

ADVANTAGE

- + The DESTEP method is an already used cluster
- + The CA process must not change
- + Structured data collection in a limited number of working groups

DISADVANTAGE

- The translation of the 17 SDGs into the DESTEP structure is not obvious
- If the structure is determined a posteriori, possible gaps will only be discovered very late in the process

Process

Step 1: Coordination Committee

Set up a coordination committee which consists of at least 1 coordinator and multiple domain managers. The domain managers are responsible for one or more DESTEP factor(s). The coordinator combines the analyses and delivers a coherent final document.

Step 2: Knowing SDGs

Ensure that at least the people who contribute to the preparation of the context analysis know the SDGs. This can be done using an explanation (based on the [VVSG presentation](#)), the [VVSG brochure](#), the [SDG video made by VVSG](#),

Step 3: Template

Create a template with the coordination committee for a structured approach to the information collected during the DESTEP dialogues or circle exercises. Use these templates during step 4.

Step 4: Collecting information & linking these to SDGs/DESTEP

You can use one of the following options to collect information and merge it afterwards.

a. Option 1: DESTEP dialogues

Organise a dialogue for each DESTEP factor and invite all involved departments. Use each dialogue to think about figures, qualitative data, ongoing actions and trends.⁹

If desired, you can use the DESTEP dialogue to immediately create a link with the SDGs; to what SDGs is the DESTEP factor linked? Another, or additional, option is to have the coordination committee make the link between the different DESTEP factors and the SDGs. You can use the table below for inspiration. The table can be adjusted if the coordination committee sees other links between the DESTEP factors and the SDGs. The coordination committee will then link the information collected during the DESTEP dialogues to the associated SDGs.



The increasing number of start-ups was discussed during the economy dialogue, for example. You can use the table to establish links with the associated SDGs. There is a link with SDG 8, 9 and 12 in this example.

⁹Also refer to Annex A.



Example link DESTEP factors and SDGs

SDG	Demographic	Economic	Socio-cultural	Technological	Ecological	Political
1. No poverty	X	X	X			X
2. No hunger		X	X		X	
3. Good health and well-being	X		X			
4. Quality education	X		X			X
5. Gender equality	X		X			X
6. Clean water and sanitation					X	
7. Affordable and clean energy				X	X	X
8. Decent work and economic growth		X	X	X		
9. Industry, innovation and infrastructure		X		X		
10. Reduced inequalities	X		X			X
11. Sustainable cities and communities	X		X	X	X	X
12. Responsible consumption and production		X		X	X	
13. Climate action		X		X	X	X
14. Life below water					X	
15. Life on land					X	
16. Peace, justice and strong institutions	X		X	X		X
17. Partnerships for the goals	X	X	X	X	X	X

b. Option 2: Circle Exercise

Do the [VVSG Circle Exercise](#) for each service with the department manager, supplemented with a group of employees.¹⁰ Each department will then collect figures and qualitative information about everything that has come up during the SDG circle exercise.

The coordination committee will list the information from the circle exercises from the departments for each SDG. It will then link this information to the different DESTEP elements. The table above can serve as inspiration to this end.



¹⁰The VVSG Circle Exercise is best done with a maximum of 8 to 10 people. This option may be a good idea if you want to use the structure of the context analysis to raise awareness of the SDGs among employees.



Step 5: Synthesis

Structure the document with 6 chapters; the DESTEP factors. A more detailed division can be made based on the SDGs linked to these factors. You may not find a place for all SDGs in the document. This may indicate gaps in the CA. On the other hand, some SDGs may occur multiple times. Add the SDG symbols throughout the document where relevant. The city or municipality can also have a specific focus that demands an additional division; specific local trends, for example.

The above process can also produce an additional result. You want to continue to focus on the SDGs. It can therefore help to indicate for each SDG what departments are most strongly related to it. This gives you more insight into what departments must be contacted for information about a specific SDG, while the various departments at the same time are better aware of what SDG they most contribute to. The table below has been drawn up by Edegem as an example.¹¹

¹¹Edegem has SDGs linked to the DESTEP factors they most strongly relate to. The link differs from the table on page 20, which is more extensive. You can also refer to Annex C for more inspiration about the link between SDGs and internal departments.



Example link SDGs, DESTEP factors and departments

SDG	DESTEP	Living	Accommodation and entrepreneurship	Leisure time	Children and society	Public domain	Communication and reception	Staff	Finances	Heritage and facility	Policy
1. No poverty	Social + political		X	X	X						
2. No hunger	Economy + social + ecology		X		X						
3. Good health and well-being	Demography + social				X						
4. Quality education	Social + political				X						
5. Gender equality	Social + political			X	X			X			
6. Clean water and sanitation	Ecology		X		X	X					
7. Affordable and clean energy	Technology + ecology + politics		X							X	X
8. Decent work and economic growth	Economy + Technology		X		X					X	
9. Industry, innovation and infrastructure	Technology + politics		X			X				X	
10. Reduced inequalities	Demography + social		X		X		X	X		X	
11. Sustainable cities and communities	Demography + social					X					X
12. Responsible consumption and production	Ecology		X				X			X	
13. Climate action	Ecology		X		X						X
14. Life below water	Ecology		X			X					
15. Life on land	Ecology		X	X		X					
16. Peace, justice and strong institutions	Political	X	X	X	X	X	X	X	X	X	X
17. Partnerships for the goals	Political	X	X	X	X	X	X	X	X	X	X

7.4 Scenario 4: Integration based on the structure of the City or Municipality Monitor

Why?

You want to integrate the SDGs into your context analysis (CA) and want to use the structure of an existing, extensive and reliable data source. You want to horizontally include the SDGs throughout the CA.

The Flemish City Monitor contains 11 topics.¹² These are (1) culture and leisure, (2) learning and education, (3) work and entrepreneurship, (4) housing, (5) families in the city, (6) safety care, (7) mobility, (8) citizenship and government, (9) social principles, (10) care and shelter and (11) nature and environment management.

Besides the Flemish Municipal Profile¹³ (a collection of figures and statistics) which has already been developed, the City Monitor also provides very extensive and valuable quantitative data. Major cities already have a monitor like this. The Domestic Governance Agency of the Flemish Government is working on a Municipality Monitor¹⁴. A monitor will be available for each Flemish municipality as of March 2018. The Municipality Monitor covers 15 topics that match the topics of the City Monitor. These topics are: (1) demography, (2) space and infrastructure, (3) staff, (4) finances, (5) government, (6) poverty, (7) culture and leisure, (8) mobility, (9) nature/environment and energy, (10) work and entrepreneurship, (11) education and training, (12) society, (13) housing and environment, (14) care and health and (15) organisation.

ADVANTAGE

- + The City/Municipal Monitor is available
- + Existing structure for the context analysis
- + The monitor is objective, extensive and uniform

DISADVANTAGE

- Not all 17 SDGs are covered in the monitor
- The Municipal Monitor will only be available as of March 2018

¹² <https://www.stadsmonitor.vlaanderen.be/>

¹³ <http://www.statistiekvlaanderen.be/monitor-gemeentelijke-profielschetsen>

¹⁴ <https://www.gemeentemonitor.vlaanderen.be/home>. A first explanation has been given on the VVSG Meeting Day in October 2017.

Process

Step 1: Coordination Committee

Set up a coordination committee which consists of at least 1 coordinator and multiple domain managers. The domain managers are responsible for one or more of the topics of the City or Municipal Monitor. The coordinator combines the analyses and delivers a coherent final document.

Step 2: Knowing SDGs

Ensure that at least the people who contribute to the preparation of the context analysis know the SDGs. This can be done using an explanation (based on the [VVSG presentation](#)), the [VVSG brochure](#), the [SDG video made by VVSG](#),

Step 3: Template

Create a template with the coordination committee for a structured approach to the information collected during the dialogues or circle exercises. Use these templates during step 4.

Step 4: Collecting information & linking these to SDGs/Monitor

You can link the topics and data from the City or Municipal Monitor to the SDGs in two ways.

a. Option 1: Dialogues per subject

Organise for each subject of the City or Municipal Monitor a dialogue with employees of all involved departments. Use each dialogue to think about figures, qualitative data, ongoing actions, and trends.¹⁵

Also use the dialogue to link the discussed topic to the SDGs. What SDGs are linked to topics like ‘housing’ or ‘culture and leisure’.

After the dialogues, the coordination committee will draw up a table of the link between the topics from the City and Municipal Monitor and the SDGs. This table can look like this:

Example link Monitor topics and SDGs



	SDG																
City Monitor	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Culture and leisure			X					X	X		X						X
Learning and education				X						X							X

¹⁵Also refer to Annex A.

Work and entrepreneurship								X	X			X					X
Housing	X						X			X	X						X
Families in the city	X		X	X					X		X						X
Safety care			X								X					X	X
Mobility							X		X		X		X				X
Citizenship and government											X					X	X
Social principles	X		X		X			X		X						X	X
Care and shelter			X	X												X	X
Nature and environment management						X	X					X	X	X	X	X	X

	SDG																
Municipal Monitor	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Demography	X		X	X	X					X	X					X	X
Culture and leisure			X					X	X		X						X
Education and training				X						X							X
Work and entrepreneurship								X	X			X					X
Housing and environment	X		X				X			X	X						X
Space and infrastructure						X			X		X						X
Staff			X	X	X			X		X						X	X
Population mobility							X		X		X		X				X
Government																X	X
Finances																X	X
Poverty	X	X								X							X
Society										X	X					X	X
Care and health	X		X	X												X	X
Nature/environment and energy						X	X				X	X	X	X	X		X
Organisation																X	X

b. Option 2: Circle exercise per department

If you do not have the time to organise a dialogue for each topic and/or if you want to use the structure of the context analysis to make the employees aware of the SDGs, this option may be better.

Do the [VVSG Circle Exercise](#) for each department with the department manager, supplemented with a group of employees.¹⁶ Each department will then collect figures and qualitative information about everything that has come up during the SDG circle exercise.

The coordination committee will later make a link between the topics of the City and Municipal Monitor and the SDGs (see the above table for an example). It will not ask the departments to do this. The coordination committee will use the information collected from the circle exercises (carried out by the departments) as input for the context analysis.



Step 5: Synthesis

The document contains 11 or 15 chapters, one for each topic of the City or Municipal Monitor. Add the relevant SDG labels at the end of each chapter (see above table).



¹⁶The VVSG Circle Exercise is best done with a maximum of 8 to 10 people.

7.5 Scenario 5: Basic Integration

Why?

You choose for basic integration if the government is already very experienced in the preparation of a high-quality context analysis (CA). You have carried out a structured CA in the past and keep updating it. You do not want to get rid of the existing structure. Cross-legislative trends in the figures or rifts in certain evolutions do provide a relevant view on a new policy. Keep the process and the structure of the document, but enrich the CA with the 17 SDGs.

If the CA is almost complete when you are reading this document, scenario 5 may also be the best option.

ADVANTAGE

- + Requires relatively little additional time
- + The CA process does not need to change
- + Is independent from the timing of the CA; can also be scheduled as a later exercise
- + It is clear what SDGs are not addressed in the CA

DISADVANTAGE

- Placing a label afterwards means that you will only discover possible gaps late in the process
- Capturing the actual SDGs in the policy memo and the multi-annual strategic plan will be less clear later

Process

Step 1: CA structure

Create your CA, possibly based on an existing process. Do not yet establish the link with the SDGs at this stage.

Step 2: Coordination Committee

Set up a coordination committee which will create the link between the topics addressed in the CA and the SDGs.

Step 3: Knowing SDGs

Ensure that at least the people of the coordination committee know the SDGs. This can be done using an explanation (based on the [VVSG presentation](#)), the [VVSG brochure](#), the [SDG video made by VVSG](#),

Step 4: Link CA to the SDGs

To check the existing CA and collected data based on the SDGs, you should discuss the existing CA document with the coordination committee.

This will make it clear if information is available for each SDG. If this is not the case, you may have discovered potentially valuable gaps and an additional information round may prove to be an added value. It may be useful to involve external parties that may provide more insight into a specific SDG to identify blind spots.

There are two options for integrating the SDGs into the CA.

a. Option 1: Bookmarks or register

Add a list of the 17 SDGs at the start or end of the document. All chapters/terms/elements discussed in the CA are placed at the right theme, possibly supplemented with the page where it can be found. This register can be a true added value for the reader without affecting the legibility of the document.

Example



SDG 1. NO POVERTY		
	transport poverty	p. 5
	living quality	p. 13

SDG 7. AFFORDABLE AND CLEAN ENERGY		
	living quality	p. 14
	construction of new library	p. 21

SDG 9. INDUSTRY, INNOVATION AND INFRASTRUCTURE		
	transport poverty	p. 7
	construction of new library	p. 19

SDG 10. REDUCED INEQUALITIES		
	transport poverty	p. 5

SDG 11. SUSTAINABLE CITIES AND SOCIETIES		
	living quality	p. 13
SDG 17. PARTNERSHIPS FOR THE GOALS		
	living quality	p. 15
	construction of new library	p. 22

Tip: you do not need to limit the bookmarks to the SDGs. Main elements from the vision, current concepts, relevant terms of the city or municipality can be added to the check list, for example, Talented City or accessibility.

b. Option 2: Labelling

Add the symbols of the 17 SDGs as labels to the various chapters/sections throughout the document.



Please note: Labelling can affect the legibility of the document. The chapters or themes of the CA can often be linked to multiple SDGs which makes the labels seems disorderly or chaotic. The reader may lose track as a result.

Labelling is also risky because all actions or action plans will be labelled with one of the 17 themes in the later policy planning process while the corresponding action is not necessarily sustainable.

Example



Local housing policy



8 INTERNAL ANALYSIS

Why involve the SDGs in the internal analysis?

The context analysis (CA) also includes an internal analysis component. The focus is on self-assessment of the organisation and its services. We refer to the [guideline for organisation management](#) or the [Process towards Excellence and self-assessment tools](#) that have been developed for this purpose. It would be appropriate to also carry out this analysis based on the perspective of the SDGs.

Goal 16 implicitly refers to the effectiveness of the local government. After all, it concerns '*effective, responsible and open institutions*'. Themes that are covered by SDG 16 are related to the effectiveness and integral quality of the services of Public Centre for Social Welfare (OCMW) and the municipality. These are topics like participation, accessibility, effectiveness, financial transparency, integrity and efficiency.

The city is also an important actor in several areas (owner of buildings, consumer, employer, ...) and cannot stay behind when it comes to sustainability. Relationships with other SDGs can be found in this context. Some examples are the energy-efficiency of government buildings (SDG 7), sustainability requirements in government contracts (SDG 12), renovation of government buildings with focus on sustainability (SDG 9, SDG 13), ... As an employer, the following questions are relevant: what is the situation with respect to well-being and health among employees of city services (SDG 3), is life-long learning encouraged (SDG 4), are initiatives taken to guarantee gender equality (SDG 5),? The exemplary role of the local government in these domains is undeniable. It is important to include the SDGs in the internal analysis.

How?

The [VVSG circle exercises](#) (3 levels) are also suitable for the internal analysis of the CA based on the SDGs. There are two ways to do this.

a. Option 1: integrated exercise with one of the five scenarios

If you do a VVSG circle exercise and use one of the 5 scenarios for the preparation of the CA, you can also ask the working groups/teams to think about how the municipality is internally contributing to each of the SDGs (e.g. through staff policy, own buildings, procurement policy). This information can be used for the internal analysis.

b. Option 2: separate exercise

You disconnect this exercise for the external CA (= the 5 scenarios) from the internal analysis. You ask the departments to do the VVSG circle exercise in a separate workshop and think about the internal effectiveness of the local government (and how it can improve this in the future) with respect to the different SDGs. The output of these workshops are included in the internal CA.

9 ADMINISTRATIVE MEMORANDUM

The administrative memorandum (also called the white paper or inspiration memo) contains suggestions of the civil administration for the (future) policy. If the context analysis (CA) gives an objective picture, the memorandum will concern an interpretation of the figures and the qualitative information. This interpretation can in practice lead to very valuable ideas or ambitions that inspire the policy for the future of the city or municipality.

The document itself can be divided in exactly the same manner as the CA and its structure can also use one of the described scenarios to indicate the link with the SDGs. This is almost a natural result of the analysis phase of the CA during the process. You can carry out the VVSG circle exercise with the involved departments (again) for the content but now with a focus on the future: how can the city or municipality improve based on the priorities found during the CA?

When carrying out one of the scenarios, you can also simultaneously consult the employees or partners for possible proposals and ideas for the future. Both options are possible. Make sure that you do not misrepresent the objective “picture” of the city or municipality (CA) with a starting point for future policy (administrative memorandum).

Drawing up an administrative memorandum remains a delicate balancing act because we are at the intersection of administrative and political power. Respect for the primacy of politics when making policy choices is not open to debate. A government would fail to fulfil its responsibility for the preparation policy if the analysis phase does not at least result in conclusion. Indicating the main challenges and possible policy options for the next legislature is a logical step in the policy planning process.

Depending on the local situation and sensibilities, the corresponding playing field for the government can be broad or actually very limited. This also explains the strategically chosen title of the document.



10 ANNEXES

10.1 Annex A. Data collection per SDG

The pilot municipalities have for each SDG given a starting point of the information they want to collect. This has been shown below, broken down into quantitative and qualitative data. The list is representative but certainly not exhaustive.

1. NO POVERTY

Quantitative

Vacancy levy	Number of children born in poverty	Child poverty figures (!)	Housing support
Average income per citizen	Number of disadvantaged persons	Unemployment figures	Social rates
Singles figure	OCMW capacity	LL, additional aid, grants	Number of debt mediation cases
Average debt mediation			

Qualitative

Hidden poverty	Are all 2.5 year olds attending school?	Digitisation threshold	Leisure participation
Working poor	Impact of cultural differences	Types of poverty	Poverty among young people and seniors
Disadvantages atlas	Link with education		

2. NO HUNGER

Quantitative

Number of citizens buying local products	Number of short-chain farms	Figures on childhood obesity	Number of social restaurant users
Number of food teams	Food surpluses amount	Provincial agricultural statistics	Municipal livestock
Manure	Number of city gardens	% local production/consumption	Number of bio-farmers

Qualitative

How can we redistribute?	What do our children take to school for lunch?	How healthy do our citizens eat?	Food waste
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3. GOOD HEALTH AND WELL-BEING

Quantitative

Number of sports clubs	Traffic accidents figures	Residential elderly care capacity	Burn-out figures
Waiting lists for care institutions	Number of fall incidents	Number of referrals ("referred exercise")	Level of (sport) active population by age
Number of sports activities per demography	Number of long-term ill persons	Obesity figures	Number of children in sports clubs
Number of seniors versus number of WZC, DVC, KV, assisted housing places			

Qualitative

Where will the next neighbourhood gym be?	Where are daycares needed?	Psychological well-being of staff	Access to affordable child care
Housing quality	Sport @ work	Sports facilities	Organisation of first-line health care

4. QUALITY EDUCATION

Quantitative

Number of pupils in primary and secondary education (outside of municipality)	Relationship with surrounding municipalities	Number of speakers of other languages in education	Level of education
Truancy	School figures (care, graduates, ...)	Ungraduated school leavers per school	

Qualitative

Is there enough basic education capacity	Impact associated education policies	Inequality in education	Mother tongue children
Education opportunities	How do schools focus on exercise and healthy nutrition?	Connection between education and labour market	Why are there differences in the composition of school populations?

5. GENDER EQUALITY

Quantitative

Differences between wages of men and women	Differences in unemployment	M/F ratio among municipal staff	Employment of women in rural areas
Difference in employment between M/F, Belgian/non-Belgian, young/old			

Qualitative

Sport facilities taking into account gender	Flexible working hours of staff
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6. CLEAN WATER AND SANITATION

Quantitative

Share of rain water in water use	Salinisation level	Usage/resident	Use of tap water vs bottled water
Is water affordable for everyone?	Water connection	Water purification degree	Storage capacity (buffering)

Qualitative

Who has access to water?	Water quality (!)	Water management	Quality of groundwater and surface water
What water is suitable for swimming?			

7. AFFORDABLE AND CLEAN ENERGY

Quantitative

How does our government score in terms of energy use?	Share of renewable energy in own city/municipality (!)	Energy consumption of houses (!)	How are supportive energy measures used?
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Qualitative

Water as an energy source

8. DECENT WORK AND ECONOMIC GROWTH

Quantitative:

Unemployment for different target groups and ages (!)	Employment rate (!)	Job ratio	Tourism figures
Number of bankruptcies	Working and living in own municipality	Number of social employment initiatives	Employment coefficient

Qualitative:

Hidden unemployment	Info about brain drain	Training opportunities
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9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

Quantitative

Number of km installed bicycle paths	Forest and greenery surface	Sustainability of business parks	CO2 neutral infrastructure
Sustainability of mobility	Sustainability of buildings		

Qualitative

Support for starters	What people in the municipality want to contribute to innovations in their field?
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10. REDUCED INEQUALITIES

Quantitative

How many citizens take part of a buddy system for refugees?	% municipal staff with ethnic background	% migration	Reception of refugees
Number of foreign children in youth movements	Number of newcomers/non-native speakers		

Qualitative

Accessibility of public domains	Is the city staff a reflection of society?
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11. SUSTAINABLE CITIES AND SOCIETIES

Quantitative

How many people live in poor houses?	How many houses are not/insufficiently insulated?	Waiting lists for social construction companies	Number of social housing/number of SVK houses
Population density per km ²	Transport poverty figures	Number of houses on the private rental market plus their construction year	M ² open or green space in busy areas
Walking distance to green public space	Surface unnecessary pavement/pavement % per municipality	Vacancy figures	Number of people without an address
Bicycle networks	Playgrounds	Waiting lists social housing	Number of bicycle paths
Parking pressure near schools	How many people live at a bicycle/walking distance from the city centre?	Use of bicycle and public transport	

Qualitative

In what streets can we limit the number of cars/what streets can be converted into bicycle streets?	Other housing needs	Shared infrastructure	Where do students live?
Do neighbours still talk to each other?	Traffic flows	New residential forms	Greenery structure and water structure
Residential area quality	Travel behaviour of citizens	Energy performance of houses and apartments	Spatial structure plan
Camera policy	Impact of circulation plan	Types of houses	

12. RESPONSIBLE CONSUMPTION AND PRODUCTION

Quantitative

Evolution of waste separation figures	Number of kg waste taken by consumers from stores	% recycling of waste	% of internal purchases with sustainable criteria
Waste generation per citizen	Figures on re-use of materials	Re-use of heat	Product-customer distance

Qualitative

Types of waste streams	Use of local products	Using waste as a heat source in homes/apartments	What efforts do supermarkets make?
Reuse within urban organisations			

13. CLIMATE ACTIONS

Quantitative

Number of km walking and cycling paths	CO2 emissions city/OCMW (!)
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Qualitative

Composition municipal car fleet (!)	Ongoing climate actions	Air quality	Heat stress/heat islands
Preventive KT and LT policy for flood areas			

14. LIFE BELOW WATER

Quantitative

% plastic waste in litter	Use of nitrates	Production of offshore wind energy	Surface salinisation
Use of plastic bags in local trade			

Qualitative

Fish stock content	Risk of flooding/silting up	How much sustainable seafood is served in municipal kitchens?	Water quality
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15. LIFE ON LAND

Quantitative

Use of pesticides in municipality	Evolution of number of connections in rural area	Number of volunteers maintaining hiking trails	Number of km ² forest/nature
Evolution of biodiversity			

Qualitative

What animals and plants live in the municipality?	Air quality (!)	Sustainable construction/restoration of municipal buildings	In what fields are nature organisations active?
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16. PEACE, JUSTICE AND STRONG INSTITUTIONS

Quantitative

Efficiency of services (related to budget)	Crime figures	Goal realisation rate	% achieved in an understandable manner
Cost price of services			

Qualitative

Structural participation	Customer satisfaction	Employee satisfaction	Approachability (of services)
Quality of life in neighbourhoods	Gaps in current services	Quality of the services	Clarity of communication
Operation of advisory committees	Knowledge of types of services	Accessibility of the services	Involvement of citizens
Integrated services			

17. PARTNERSHIPS FOR THE GOALS

Quantitative

% budget of municipality spent on emergency aid	% budget of municipality spent on development aid
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Qualitative

Learning effects	Intercommunal cooperation	What partners are there?	(local) partnerships
Supralocal partnerships			

10.2 Annex B. Involving external partners

Involving external partners in the preparation of the context analysis (CA) can be a great added value.

External partners working alongside internal services are very useful sources of information. Because they work in the domain every day, they have a lot of information and insights that are not present in the raw figures. The content of the CA is also more persuasive thanks to this broader look at the city or municipality.

Realising this is not easy. It demands a lot of time from both parties. Some external partners are organised supralocally. This would mean that they will be invited by multiple local government to give input to the CA. Some external partners have an impact on multiple domains. Will you invite them several times if this is the case? Or will you attempt to obtain their combined input?

The matrix below has been drawn up by the pilot municipalities and can help involve the right external partners in the CA in a smart manner. The matrix shows the link between the internal services and external partners on the one hand, and the 17 SDGs on the other hand. It is extensive and representative but not exhaustive.



		SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16	SDG 17
	INTERNAL ACTORS																	
Internal depart- ments	HRM			X		X											X	
	Well-being	X	X	X	X	X					X		X				X	X
	Housing	X		X				X						X				X
	Education		X	X	X	X					X							
	Work/Agriculture	X	X						X					X	X	X		X
	Integration				X	X					X						X	X
	Youth			X													X	X
	Leisure			X	X	X					X							
	Social district workers	X		X													X	
	Child care	X			X													
	WZC/LDC		X	X	X													
	Population mobility				X							X		X				
	Sustainability									X		X	X	X	X	X		X
	Tourism		X						X									
	North/South		X						X		X							X
	Room						X	X				X				X		
	Environment						X			X		X		X	X	X		X
	Urban planning							X						X		X		
	Social economy								X									X
	Heritage management									X				X				
	Communication																	



		SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16	SDG 17
	INTERNAL ACTORS																	
Internal depart- ments	Public works									X		X						
	Purchasing									X			X					
	Local economy								X	X		X	X					X
	Urban renewal									X		X		X				
	Urban design									X								
	Technology									X				X				X
	Reception										X						X	
	LOI										X							
	Accommodation											X		X				
	GIS											X				X		
	Green											X				X		
	Catering												X					
	Monument care											X						

		SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16	SDG 17
	EXTERNAL ACTORS																	
Partners	CAW	X		X							X						X	X
	Poverty association	X															X	
	FEDASIL										X							
	Community development										X	X					X	X
	Integration agency										X						X	X
	Food banks	X	X															
	Debt mediation centres	X																X
	CLB	X			X													X
	Energy suppliers							X						X				
	VREG									X		X		X				
	Schools			X						X	X							X
	Universities									X								
	SVK&SHM	X												X				X
	Police				X													X
	Intercommunal									X			X					X
	Municipal advisory body		X							X	X	X						
	Illness funds			X														X
	Higher authorities																	
	First line care	X		X														
	Provincial support centre Social planning	X		X														



		SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16	SDG 17
	EXTERNAL ACTORS																	
Partners	Knowledge institutes		X	X			X				X							X
	Hands-on experts	X	X	X													X	
	K&G	X		X								X						X
	Social housing																	
	Agricultural organisations						X									X		X
	Waterways and sea canals						X								X	X		
	H2O circles						X											X
	Energy cooperatives							X										
	Climate movements							X						X	X			X
	Local grids							X										X
	EU							X										X
	VDAB								X									X
	UNIZO								X	X			X	X	X			X
	VOKA								X					X	X			X
	Public transport											X		X				
	Trade associations								X									X
	LOP									X								
	Accessibility agency									X								
	Thrift stores												X					X
	Fair trade												X					X
	Catering/retail												X					