

Handbook for SDG Monitoring by Local Governments

Part B: Building Institutional
Mechanisms and Managing Progress
toward SDGs by Local Government
(Governance Evaluation)

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UNCRD Research Group on
SDG Monitoring for Local Governments

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*The section of “Managing Progress toward SDGs by Local Governments” will be released later.

Part A: Evaluating the Achievement of SDG Local Actions

Part C: Gathering Information and Visualization of SDG Local Action

1. Introduction

In order for local governments to promote the SDGs in a sustainable and progressive manner, it is important to continuously build institutional mechanism (Governance) that involves not only the government but also private companies and citizens, and to continuously manage progress (Output) to ensure that the planned measures and projects are appropriately implemented.

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To effectively promote the SDGs, it is essential for local governments to have the leadership of decision makers, including the heads of the government and the council, as well as an organizational structure that specifically promotes the SDGs and a variety of institutional, financial, and technical environments to support the promotion of the SDGs. In promoting the achievement of the SDGs in the region, it is also important to have various partnerships, not only with the government, but also with local businesses, citizens, and other cities, as well as plans and target setting for implementing initiatives, and a monitoring system for following up on these plans and targets. Although these environmental improvements do not in themselves directly lead to an increase in the achievement of the SDGs in the region, they provide the foundation for local governments to smoothly promote the SDGs.

It is also extremely important to manage progress at the level of initiatives, in other words, how well they are being promoted in the basic plans that local governments formulate to promote the SDGs, as well as in integration with existing plans. Progress management at the initiative level provides basic information for understanding whether the initiatives set at the planning stage are making appropriate progress, and for reviewing initiatives as problem solutions. If the initiatives are progressing smoothly, the efficiency and effectiveness of the initiatives can be assessed by verifying whether they are making steady

progress toward the achievement of the SDGs considering the achievement indicators identified in the Part A of the Handbook. If the efforts are not progressing smoothly, it will be possible to confirm whether this is due to individual efforts or structural factors, in conjunction with the evaluation of institutional mechanisms described above.

On the other hand, it is not clear to what extent it is necessary to establish broad and deep relationships with stakeholders to build institutional mechanism for promoting the SDGs, and to what extent these relationships will have an effect on the effectiveness of specific measures. It is also not clear to what extent the project should proceed within the limited time and resources available. These issues are particularly vexing for local governments that have just begun their efforts, and for those in charge of promoting the SDGs as a local government.

The first-half of this Part B of the “Handbook for SDG Monitoring by Local Governments” summarizes the elements necessary for building systems to promote the SDGs from the existing literature, proposing SDG governance indicators that can be used as a tool to objectively assess the status of the SDGs. The case studies of Nagoya City and Toyota City show what efforts the institutional mechanisms are supported by and introduce their relevant measures.

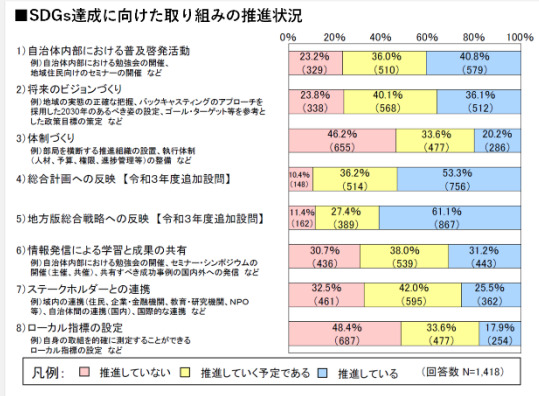
It goes without saying that numerical targets do not necessarily mean much when it comes to institutional mechanisms, and that the quality of targets is important. However, it would be helpful for many local governments and their staff members if the current situation could be quantified as a partial guide, or if the situation of local governments and regions that are taking initiatives ahead of others could be visualized, even if only slightly.

Box 1.1 Status of SDG initiatives of local governments in Japan (2021)¹⁾

Status of local governments' efforts toward the SDGs

- According to an annual survey conducted by the Cabinet Office, the number of municipalities implementing initiatives to achieve the SDGs will reach a majority in FY2021, more than 10 times the number in FY2018.
- By type of initiatives, the majority of respondents are working to incorporate the SDGs into their comprehensive plans and the local version of comprehensive strategies, while creating institutional mechanisms, collaboration with stakeholders, and setting of local indicators are less advanced, at around 20%.

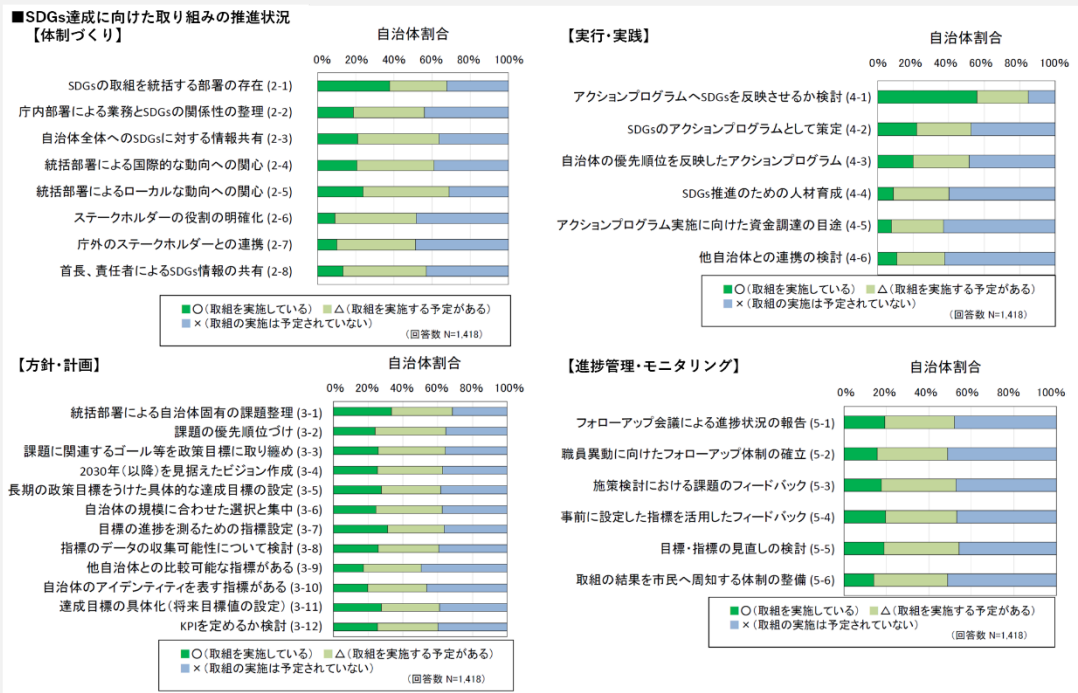
Figure 1.1 Promotion of SDGs by local governments (2021)



Status of efforts at each stage

- In terms of the status of efforts at each stage, about 40% of the local government have already established a department in charge at the stage of building institutional mechanisms, while collaboration with stakeholders and information sharing by the head of the local government and setting local indicators have not progressed.
- In the policy and planning process, about 40% of the municipalities are identifying locally specific issues and setting progress indicators, and about 30% are vision making, while less than 20% are setting indicators that can be compared with other municipalities.
- In the implementation stage, more than 60% of local governments are considering whether to reflect the SDGs in their individual action programmes, while less than 10% have made progress in areas such as human resource development and financing.
- Only less than 20% of the municipalities have taken any action on progress management and monitoring, and among them, the establishment of a system to inform citizens and follow up is lagging.

Figure 1.2 Status of initiatives by stage of promotion (2021)



2. Establishing Institutional Mechanisms by Local Governments to Promote the SDGs

In preparing and building institutional systems for promoting SDG implementation, various measures are required at the same time, such as internal organization of the local government, collaboration with related organizations, and the creation of a financial and institutional environment. Therefore, it is extremely difficult for departments and persons in charge of SDG promotion to grasp the overall picture of what preparations are needed, both within and outside the government, and to objectively grasp what is lacking in the current situation.

The following proposals were made by various organizations, including the United Nations, and it is important to deepen the understanding in them.

The Handbook for the Preparation of Voluntary National Reviews (VNRs) published by UN DESA²⁾ recommends that each country's efforts toward the SDGs be regularly reviewed from following six perspectives of (a) ownership of the SDGs; (b) incorporation of the SDGs into national frameworks; (c) institutional mechanisms; (d) addressing structural issues; (e) integration of three dimensions of sustainable development, and “Leaving no one behind;” and (f) identifying priority goals and targets. The review is designed not only to simply evaluate initiatives and the degree of their accomplishment, but also to focus on whether mechanisms for sustainable progress toward the SDGs has been established by including ownership, organizational mechanisms, and resolution of structural issues, and to identify causes for poor progress in initiatives and achievement.

The “Guiding Elements for Voluntary Local Reviews (VLRs)”³⁾ are prepared by UN DESA, which are recommended to be developed as a local and regional version of the VNRs. These are based on aforementioned elements and emphasizes ownership and institutions, understanding and mainstreaming of the principles of the SDGs, and goal setting and integration into plans. UN-ESCAP⁴⁾ issued detailed guidelines on VLRs for the Asia-Pacific region in October 2020. The guidelines provide a detailed description of the procedures and methods for conducting a VLR, from localizing

the SDGs, to establishing institutional systems, collecting inputs and writing a report, and following up.

On the other hand, the SDG governance system proposed by Morita et al.⁴⁾ divides the SDG promotion steps of national and local governments into five stages: (a) vision and objective setting, (b) research and assessment; (c) strategy development, (d) implementation, and (e) monitoring, evaluation and review. The evaluation framework is based on the following three perspectives: “decision-making capacity,” “connectivity with diverse stakeholders,” and “knowledge and data use”. The case study results from the national and local governments of Japan show that the national government faces challenges in relation to connectivity with diverse stakeholders in the policy implementation, monitoring and evaluation steps, while the local government level has challenges in many more aspects.

The OECD suggests five categories of points to keep in mind when promoting the SDGs in each region.⁵⁾ (a) Plans, policies and strategies should integrate SDG perspectives with existing regional issues and plans and design participatory stakeholder coordination processes. (b) In multi-level governance, it is recommended that SDG monitoring and capacity building be promoted at the local level. (c) In financing and budgeting, it is suggested that investment institutions be involved from the early stage and that SDGs thinking be incorporated in public procurement. Furthermore, in (d) data and information, active disclosure and use of indicators and open data is encouraged, and in (e) engagement of various stakeholders, multifaceted initiatives should be designed with each stakeholder, such as schools, citizens, private companies, and academia.

The most useful reference for local governments in Japan is the perspective used in the Cabinet Office's selection criteria for SDGs Future City Project⁷⁾. One of its most important criteria is not only the proposal of SDG-related initiatives themselves, but also the promotion system and feasibility of such initiatives. In addition, some of

the criteria are also subject to the annual monitoring as a follow-up after selection, including (a) setting of vision and priority goals; (b) promotion system within the government; (c) collaboration with stakeholders; (d) contribution to local development and regional revitalization; and (e) establishment of an autonomous virtuous circle.

Within the literature, the first step is to “create various institutional mechanisms within the municipality (in particular to enhance understanding SDGs in departments, personnel, and the chief)” and “partnerships with various parties” are required. In the next stage, “setting of issues and goals” and integration with existing measures are required to promote specific initiatives. Finally, “monitoring and evaluation for

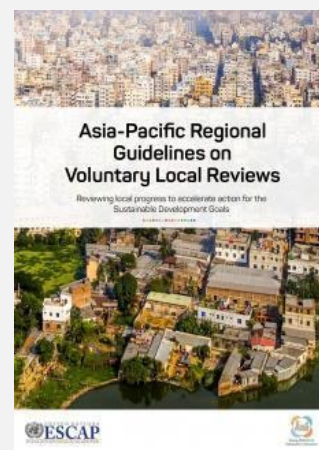
continuous implementation” and creating a mechanism for securing data for this purpose are required. These efforts should be made in the early stages of the SDGs promotion.

On the other hand, even if these steps are well understood, it is extremely difficult to identify what needs to be done first and where there are shortcomings in the process of creating institutional mechanisms. Admittedly, it is difficult to set a clear goal in governance, but the lack of reference information that can serve as a guide is also an issue for municipalities that are considering future SDG initiatives. We propose the SDG Governance Indicators as a tool that local governments can refer to and make use of to estimate their governance status in promoting the SDGs.

Box 1.2 UN ESCAP Guidelines on Voluntary Local Reviews (VLRs)⁴⁾

Asia-Pacific Regional Guidelines on VLRs

- UN ESCAP, the United Nations organization responsible for economic and social development in Asia and the Pacific, and the PPSU (Penang Platform for Sustainable Urbanization) published guidelines for preparation of a VLR in the Asia-Pacific region in October 2020.
- These guidelines provide practical tools, checklists, and templates that local governments and other stakeholders can use to review local progress toward the SDGs, drawing on existing examples and other information on VLR processes that do not have an official status.
- They are designed to provide region-specific guidance to help them to determine where to start, how to begin, and what to keep in mind when conducting a VLR.



3. Proposed SDG Governance Indicators

The proposed SDG governance indicators are shown in table 3.1. Referring to the literature reviewed in the previous section, governance for local governments to promote the SDGs are divided into four phases: **(a) institutional mechanisms; (b) goal setting; (c) monitoring; and (d) partnership** in this Handbook. The system is designed so that the status of each stage can be monitored using four indicators (figure. 3.1).

Much of the information related to governance is not available in a form of structural data, such as open data or existing statistics. However, we have selected these proxy indicators by actively utilizing information that has been digitized in many municipalities, such as council minutes, and information that can be easily compiled within municipalities.

Institutional mechanisms are a framework for evaluating progress in building a foundation for local governments to smoothly advance their efforts toward the SDGs.

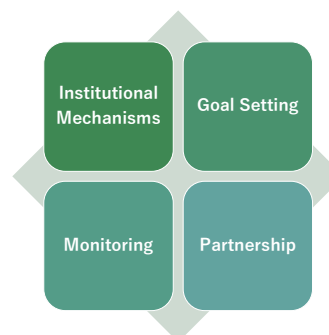
“Leadership of mayor” is an indispensable element for local governments to tackle the SDGs in a cross-sectoral manner in cooperation with internal and external stakeholders. For this reason, we use the extent to which the SDGs are mentioned in external statements such as policy statements, administrative policies, and regular press conferences. by the local government leaders as an indicator.

“Responsible departments and personnel” are used to assess whether the local government has a dedicated internal department or staff to promote the SDGs, even if the local government has not yet adopted the SDGs.

In the “collaboration among industry, government, academia and the private sector,” it is evaluated whether the company has a forum for sharing awareness and holding discussions with stakeholders other than the local government. The number of relevant platforms and consortiums is used as an indicator.

“Level of interest of city councilors” is also essential for gaining understanding of specific

Figure 3.1 Four Perspectives of Governance Evaluation



efforts to promote the SDGs. As a proxy measure of this level of interest, we have set the number of questions related to the SDGs in the answers to parliamentary questions.

In **goal setting**, the positioning of local governments in various plans and numerical targets for promoting specific initiatives is assessed, as well as their attitude toward the premise of “No one will be left behind,” which is the most important premise of the 2030 Agenda.

The “Policy and plans regarding the SDGs” evaluates whether a local government has a policy or basic plan to address the SDGs and the extent to which it targets the goals of the SDGs. Other municipalities are also considered to be included if they have their own policies and plans. Although a large number of goals is not necessarily a good thing, it is important to interrelate the goals, rather than tackle each goal in isolation, as they must aim for solutions across the economic, social, and environmental dimensions.

“Positioning of the SDGs in existing plans” section evaluates whether the concept of the SDGs is reflected not only in special measures related to the SDGs, but also in other administrative activities. The presence or absence of the SDGs in the comprehensive plan is used as an indicator for evaluation, but it is also important that the SDGs are reflected in the plans of each field.

The “setting numerical targets related to the SDGs” assess the existence of clear numerical targets for advancing initiatives. The numerical targets in policies and plans directly related to the SDGs are used as an indicator for evaluations.

Table 3.1 Status of initiatives by stage of promotion

	Sub-category	Indicators	Definition of Indicators
Institutional Mechanisms	Leadership of Mayor	Number of mayor's mention of the SDGs in her/his statements	Number of times the SDGs are mentioned in the mayor/governor's policy statements/addresses, or press conferences
	Responsible departments and personnel	Existence of an SDG department and number of personnel	Existence of a department in charge of the SDGs (number of staff)
	Collaboration between industry, government, academia and citizens	Number of platforms and consortia for collaboration on the SDGs	Number of platforms and consortia comprising industry, government, academia and the private sector working together to achieve the SDGs
	Level of interest of city councilors	Number of parliamentary questions regarding the SDGs	Number of parliamentary questions on the SDGs in regular and extraordinary assemblies
Goal Setting	Policy and plans regarding the SDGs	Existence of basic policies/plans and number of goals to be addressed	Existence of a plan describing initiatives to achieve the SDGs and number of priority goals in the plan
	Positioning of the SDGs in existing plans	Reflection of the SDGs in comprehensive city plan	Existence or non-existence of a description of the link between the initiatives in the comprehensive plan and the SDGs
	Setting numerical targets related to the SDGs	Number of numerical targets which correspond to each SDG goal	Number of KPIs corresponding with the SDGs in the SDG Future City Plan or the Comprehensive Plan
	"No one will be left behind"	Number of parliamentary questions regarding policy measures for vulnerable groups	Number of parliamentary questions on addressing children, the elderly, women, gender, persons with disabilities, the poor and foreigners in regular and extraordinary assemblies
Monitoring	Data collection for SDGs indicators	Number of open data provided	Number of open data files provided
	Participation in external accreditation	Number of participation in external accreditation	Number of ISO certifications (ISO 9001, ISO 14001), JIS Mark certifications, etc.
	Dissemination of information to citizens	Number of seminars held for citizens and participants	Number of SDG-related seminars and events organized by local authorities and number of participants
	Dissemination of information domestically and internationally	Number of press releases on the SDGs	Number of press releases on the status of SDG initiatives and related events, etc.
Partnership	Citizens' understanding and penetration	Citizens' awareness proposition of the SDGs	Percentage of citizens who have heard of the Sustainable Development Goals (SDGs)
	Corporate partnership	Number of corporate partnerships for the SDGs	Number of corporate partnerships on the SDGs
	Partnerships with universities and activity groups	Number of activity groups/ organizations collaborating on the SDGs	Number of associations/organizations that form partnerships on the SDGs with Toyota City
	International partnership	Number of international organizations, institutions, sister cities collaborating on the SDGs	Number of international associations/organizations that form partnerships on the SDGs with Toyota City

“No one will be left behind” evaluates the attitude toward the most important premise of the 2030 Agenda, “No one will be left behind”. The number of questions about how to address vulnerable groups in local councils is used as a proxy indicator. In this Handbook, “vulnerable groups” are broadly defined based on the 2030 Agenda, including children, the elderly, women, gender identities, challenged people, the poor, and foreigners.

Monitoring is a frame for evaluating the status of establishing mechanisms for disseminating and sharing SDG-related initiatives and local information based on these initiatives.

“Data collection for SDG indicators” evaluates the mechanisms that make various information on the SDGs available to everyone. The number of open data provided to the public by local governments is used as a proxy indicator.

In the “participation in external accreditation,” whether the local governments’ sustainability efforts have been externally evaluated through participation in local sustainability evaluation and certification schemes developed by various national and international organizations is

evaluated. There are various external evaluation and certification schemes, including WCCD⁸⁾, which certifies the ISO 37120 series of internationally standardized sustainable city indicators, and the LEED for Cities and Communities⁹⁾, an international certification system for sustainable cities (Sapporo City obtained its certification in Japan).

“Dissemination of information to citizens” is also important. The number of seminars held as well as the total number of participants are used as proxy indicators.

The number of press releases on the SDGs and their initiatives is used as proxy indicators for “dissemination of information domestically and internationally”.

Partnership is crucial for implementing SDG initiatives not only with local governments, but also with businesses, citizens, and other stakeholders.

The degree to which “citizens’ understanding and penetration” has progressed in the region is extremely important from the perspective of the

dissemination of the SDGs within the region. Citizens' awareness of the SDGs is used as a proxy indicator. Unlike other data, this data needs to be collected through questionnaires, however the exact survey method and sample size are not required.

"Corporate partnership" is extremely important in promoting specific local projects. Working with industry to implement initiatives that cannot be carried out with the limited resources of local governments alone is a major step toward expanding initiatives within the region. The number of partnerships related to the SDGs is used as a proxy indicator.

In the "partnerships with universities and activity organizations," the number of organizations and groups that are collaborating on SDG-related initiatives is used as a proxy indicator. The form of partnership is not strictly defined here, but it is important to have a variety of relationships, ranging from clear-cut agreements to partnerships in individual initiatives.

"International partnership" is similarly not strictly defined in terms of form. In addition to clear-cut partnerships such as sister cities, various forms of partnerships are envisioned, such as membership in international organizations, overseas cities, or platforms that can collaborate with them, to

enable the sharing and exchange of information and the development of collaborative projects in promoting the SDGs.

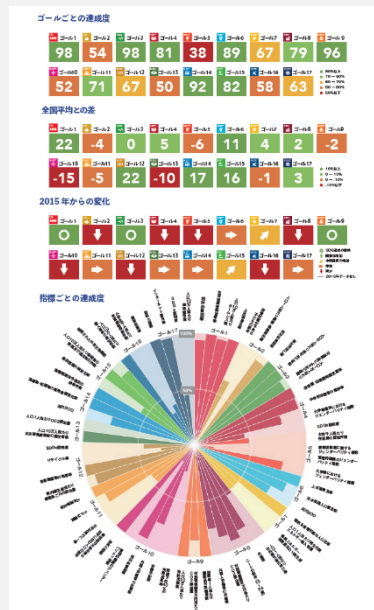
Unlike the SDG achievement indicators proposed in Part A: Evaluating the Achievement of SDG Local Actions of this Handbook, the evaluation of governance is more about quality than quantity and depth than breadth, and numerical indicators do not necessarily have absolute evaluation meaning. Regarding "partnership," this is not a measure of superiority or inferiority to other municipalities or the degree of promotion. It also goes without saying that the number of names and numerical targets in the plan is not important, but rather the height, positioning, and content of the goals set forth by each municipality. The results are not intended to be publicized or promoted externally, or to be used as a basis for competition among municipalities.

Even so, we believe that numerical indicators of governance for the promotion of the SDGs in each municipality are useful as a guide. It is expected that the persons and departments in charge of promoting the SDGs in each municipality will use the index as a reference tool to gain a general understanding of the state of governance, to consider the initiatives they wish to fulfill and their priorities, and to analyze the factors that prevent progress in these initiatives.

Box 3.1 Evaluating the Local and Regional Achievement of the SDGs

- Regarding “participation in external accreditation” as one of the evaluation perspectives to measure governance, there are a great variety of international certifications and initiatives related to sustainable cities and regions, and active information exchange, international information dissemination, and public relations are being actively conducted around the world.
- However, few of these initiatives and certification systems are based on the actual conditions of Japanese local governments, which is why participation in them tends to be slow.
- The SDG achievement indicators proposed in Part A: Evaluating the Achievement of SDG Local Actions of the “Handbook for SDG Monitoring by Local Governments” constitute an evaluation system which fits actual conditions of local governments (prefectures and municipalities) in Japan and assesses the level of achievement of each goal of the SDG. It is selected and registered as one of SDG Acceleration Actions of the United Nations.
- The first edition of the Part A was released in 2021, and after a review, the second edition was released in 2022, and it is expected that the number of cities and regions to which it can be applied will be greatly expanded. The evaluation system not only analyzes the achievement of the SDGs, but also communicates the results inside and outside the country.
- For more information about the evaluation system, please visit the following website (in Japanese only).

Figure 3.2 Example of Evaluation Results for Toyota City (Second Edition, 2020)



<https://www.uncred.or.jp/index.php?page=view&type=13&nr=1212&menu=327>

<https://chubu-sdgs-platform.jp/%e3%83%97%e3%83%ad%e3%82%b8%e3%82%a7%e3%82%af%e3%83%88/>

4. Case Studies in Nagoya and Toyota Cities

This chapter presents case studies that use these indicators to deepen understanding of the status of the institutional mechanisms for promoting the SDGs in specific municipalities, and to understand their correspondence with specific initiatives.

The target areas are two municipalities, Nagoya City and Toyota City in Aichi Prefecture, which are also members of this research group. Nagoya is the economic hub of the Chubu region, with a population of approximately 2.3 million. It is also an important city for industry, as it has a largest-level export port in Japan, Nagoya Port, and a commercial center. On the other hand, Toyota City,

with a population of 400,000 is the second most populous city in Aichi Prefecture and has a thriving manufacturing industry centered on the automobile industry. The city has the largest value of manufactured goods shipments in Japan and is the industrial center of Japan. Also, Toyota is the largest area in Aichi Prefecture, and has a wide range of topography from plains to mountains, with the Yahagi River as its axis. Nagoya City and Toyota City have been selected as “SDGs Future Cities” by the Cabinet Office since 2019 and 2018 respectively and are actively developing their initiatives.

4-1. Case Study Results in Nagoya City, 2019

Table 4.2 SDG Governance Evaluation Results in Nagoya City (2019)

	Sub-category	Indicators	Numerical Values	Breakdown/Change	Source/Note
Institutional Mechanisms	Leadership of Mayor	Number of mayor's mention of the SDGs in her/his statements	2 times	Policy speech: none Press conference: 2/32	City website: information on city administration
	Responsible departments and personnel	Existence of an SDG department and number of personnel	3 persons		SDGs Future City Plan
	Collaboration between industry, government, academia and citizens	Number of platforms and consortia for collaboration on the SDGs	8 platforms/ consortia		SDGs Future City Plan
	Level of interest of city councilors	Number of parliamentary questions regarding the SDGs	11 questions	10 (2018) 3 (2017) 2 (2016)	City council meeting minutes
Goal Setting	Policy and plans regarding the SDGs	Existence of basic policies / plans and number of goals to be addressed	7 Goals		SDGs Future City Plan
	Positioning of SDGs in existing plans	Reflection of the SDGs in comprehensive city plan	Yes		Comprehensive Plan
	Setting numerical targets related to the SDGs	Number of numerical targets which correspond to each SDG goal	36 indicators SDGs Future City Plan	138 indicators Comprehensive Plan	SDGs Future City Plan
	"No one will be left behind"	Number of parliamentary questions regarding policy measures for vulnerable groups	722 questions	710 (2018) 771 (2017) 752 (2016)	City council meeting minutes
Monitoring	Data collection for SDGs indicators	Number of open data provided	501~1,000		CIO Portal: questionnaire on open data initiatives in Mar 2019
	Participation in external accreditation	Number of participation in external accreditation	1	only for SDGs City Plan	Japan Accreditation Board
	Dissemination of information to citizens	Number of seminars held for citizens and participants	6 seminars with 344 participants	1 seminar with 138 participants (2018)	City website: city documents
	Dissemination of information domestically and internationally	Number of press releases on the SDGs	3 press releases		City website: press releases
Partnership	Citizens' understanding and penetration	Citizens' awareness proposition of the SDGs	18.2%	surveyed in Jan 2020	Citizens' survey results on awareness
	Corporate partnership	Number of corporate partnerships for the SDGs	23 partnerships		SDGs Future City Plan and city website
	Partnerships with universities and activity groups	Number of activity groups/ organizations collaborating on the SDGs	9 groups/ organizations		SDGs Future City Plan and city website
	International partnership	Number of international organizations, institutions, sister cities collaborating on the SDGs	14 organizations/ sister cities	8 organizations 6 sister cities	SDGs Future City Plan and city website

Nagoya City, which has been selected as one of “SDGs Future Cities” since 2019, is building a citywide system to promote the SDGs in accordance with its SDGs Future City Plan formulated in the same year.

In terms of building “Institutional Mechanisms,”

the Nagoya City Promotion Headquarters for Overcoming Population Decline and Vitalizing Local Economy and the SDGs is set up as a cross-agency organization, with a team in charge in the Planning Division of the General Affairs Bureau, to promote the SDGs. In terms of collaboration among industry, government, academia and the

private sector, Nagoya City is building a system of cooperation that makes maximum use of existing networks. These include the Nagoya City Promotion Council for Overcoming Population Decline and Vitalizing Local Economy and the SDGs, a council of experts on regional development, and the Nagoya Open University of the Environment, a network of environmental activities created in 2005 through collaboration among citizen groups, businesses, educational institutions, and other organizations. The number of questions about SDG initiatives at council meetings is increasing year by year, and interest in local politics is also on the rise.

In the “Goal Setting,” a total of seven goals are set as priority goals in the SDGs Future City Plan: Goals 4, 8, and 9 in the economic aspect, Goals 8, 9, and 11 in the social aspect, and Goals 7, 12, and 13 in the environmental aspect. In 2019, the same year when it was selected as one of the SDGs Future Cities, Nagoya City has linked the comprehensive plan and its related goals and measures with each goal and target of the SDGs, and clearly positioned them. In terms of setting numerical targets, 23 KPIs have been set in the SDGs Future City Plan, and the city is promoting the achievement of these targets.

As an initiative related to “Monitoring,” the City of Nagoya formulated the “Nagoya City Open Data Promotion Basic Policy” in 2019, providing a variety of data. In addition to various statistical and survey data, a wide range of other types of data, such as geographic information, photographs, and audio, are included in the data that are open to the public. On the other hand, Nagoya City, like other local governments in Japan, is not necessarily active in participating in external accreditation and evaluation. In addition to the SDGs Future Cities selected by the Cabinet Office, the city has not participated in any national or international certifications or initiatives. The number of information dissemination to the public and press releases is not very large, at 6 and 3 respectively. The increase in information dissemination is expected in the future.

Regarding the “Partnership” initiatives, the level of citizens' understanding of the SDGs is 18.2% according to the results of a citizen survey conducted in 2019. On the other hand, since 2020, the city has been actively promoting the spread of



Figure 4.1 Website “Nagoya SDGs Town (March)”



Figure 4.2 Distribution of Awareness-raising Brochures to Citizens



Figure 4.3 Nagoya City SDGs Promotion Platform

SDGs awareness, especially among children, through creating and distributing awareness-raising brochures to elementary and junior high schools, launching the “Nagoya SDGs Town (March)” website for learning about the SDGs, and producing and developing SDGs *karuta* and *sugoroku* (Japanese card games). The number of corporate partnerships is also highly evaluated. The number of corporate partnerships was 23 in 2019, the year of evaluation, which is not very large compared to the size of the city. However, as of January 2022, 221 organizations have registered with the Nagoya City SDGs Promotion Platform, which was established in May 2021 to promote collaboration between the city and companies, organizations, and universities. More concrete and diverse partnership-

based initiatives are expected to be seen in the future. In 2021, the “Eco-Office Certification System” has been expanded to the “Nagoya SDGs Green Partners” to promote SDG initiatives at the office level, and other efforts to reflect SDG perspectives in conventional partnership initiatives are also underway. Furthermore, partnerships with universities and activity groups and international partnerships are also being formed, with nine organizations and 14 cases recognized, respectively, and a variety of partnerships

are emerging. Nagoya City was selected as an SDG Future City in 2019, and it was confirmed that in that year, the city was making steady progress in the “Institutional Mechanisms” and “Goal Setting”. Further development was possible in the stages of “Monitoring” and “Partnership”. On the other hand, as of 2022, as shown in the examples of “Partnership,” various initiatives are being developed, and further building of the governance mechanisms is in progress.

Box 4.1 SDGs Community Development Project in Nishiki 2-chome District

SDGs Community Development Project

- As part of the SDGs Future City Project, the SDGs Future Creation Club of Nagoya Open University of the Environment is working to develop the SDGs as a model district for urban development in the Nishiki 2-chome district, Naka Ward, central Nagoya, in collaboration with businesses and urban development companies in the district and beyond.
- For about two weeks from 6 November 2022, various organizations intensively conducted seminars, promotions, and demonstration projects under the name of the “Nishiki 2-chome SDGs WEEKS,” and “Michinowa SDGs Marche” with the theme of sustainable lifestyles.

Narrowing down the area creates a variety of partnerships.

- At the “Nishiki 2-chome SDGs WEEKS,” a wide range of entities brought events, from public institutions such as the Nagoya branch of the Bank of Japan and *Hello Work*, to local artists and private stores.
- Various collaborations took place on a programme-by-programme basis, with a Nepalese restaurant serving as a place to learn about urban agriculture and a café in the district becoming an impromptu movie theater.
- Narrowing down the area to a smaller scale than the administrative unit create partnerships between entities that do not have contact with each other in their daily activities.

SDGs Initiatives to be a New Challenge

- The event was not merely a showcase for their respective activities, but also an attempt to make SDG initiatives a new challenge.
- Various demonstration projects were tested and developed to both achieve the SDGs and contribute to urban development, including a promotion project using ground equipment and an agricultural-and- welfare partnership project utilizing building rooftops in collaboration with an employment support office in the district and a soil development start-up company.
- With the SDGs as a common language, they are developing a new SDG approach that will generate new partnerships and challenges from a small scale.

Figure 4.4 Location Map of Nishiki 2-chome District

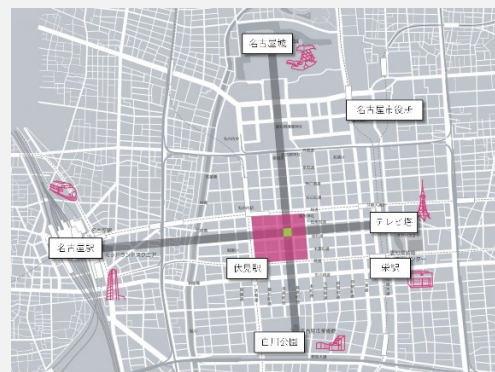


Figure 4.5 Examples of Events, “Nishiki 2-chome SDGs WEEKS”

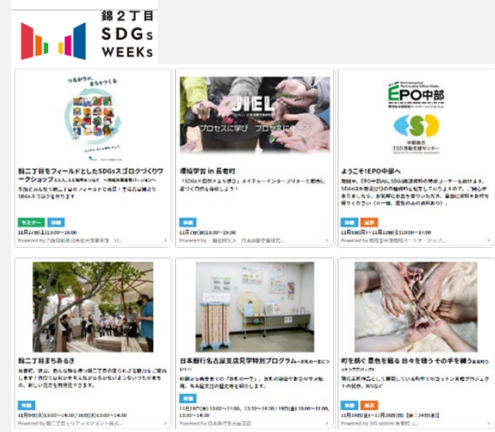


Figure 4.6 Demonstration of Agriculture-and-Welfare Partnership Project Using Building Rooftops



4-2. Case Study Results in Toyota City, 2019

Table 4.2 SDG Governance Evaluation Results in Toyota City (2019)

	Sub-category	Indicators	Numerical Values	Breakdown/Change	Source/Note
Institutional Mechanisms	Leadership of Mayor	Number of mayor's mention of the SDGs in her/his statements	4 times	Policy speech: 1 Press conference: 3/10	City website: information on city administration
	Responsible departments and personnel	Existence of an SDG department and number of personnel	2 persons		SDGs Future City Plan
	Collaboration between industry, government, academia and citizens	Number of platforms and consortia for collaboration on the SDGs	6 platforms/consortia		SDGs Future City Plan
	Level of interest of city councilors	Number of parliamentary questions regarding the SDGs	11 questions	14 (2018) 7 (2017) 4 (2016)	City council meeting minutes
Goal Setting	Policy and plans regarding the SDGs	Existence of basic policies / plans and number of goals to be addressed	10 Goals		SDGs Future City Plan
	Positioning of the SDGs in existing plans	Reflection of the SDGs in comprehensive city plan	Yes		Comprehensive Plan
	Setting numerical targets related to the SDGs	Number of numerical targets which correspond to each SDG goal	24 indicators SDGs Future City Plan	222 indicators Comprehensive Plan	SDGs Future City Plan
	"No one will be left behind"	Number of parliamentary questions regarding policy measures for vulnerable groups	1,534 questions	1,458 (2018) 1,205 (2017) 1,242 (2016)	City council meeting minutes
Monitoring	Data collection for SDGs indicators	Number of open data provided	101~500		CIO Portal: questionnaire on open data initiatives in Mar 2019
	Participation in external accreditation	Number of participation in external accreditation	1	only for SDGs City Plan	Japan Accreditation Board
	Dissemination of information to citizens	Number of seminars held for citizens and participants	2 seminars with 1000 participants	4 seminars with 506 participants (2018)	City website: city documents
	Dissemination of information domestically and internationally	Number of press releases on the SDGs	5 press releases		City website: press releases
Partnership	Citizens' understanding and penetration	Citizens' awareness proposition of the SDGs	45.5%	surveyed in Jan 2020	Citizens' survey results on awareness
	Corporate partnership	Number of corporate partnerships for the SDGs	126 partnerships		SDGs Future City Plan and city website
	Partnerships with universities and activity groups	Number of activity groups/ organizations collaborating on the SDGs	45 groups/ organizations		SDGs Future City Plan and city website
	International partnership	Number of international organizations, institutions, sister cities collaborating on the SDGs	9 organizations/ sister cities	5 organizations 4 sister cities	SDGs Future City Plan and city website

Toyota City, which has been selected as one of "SDGs Future Cities since 2018, is building a citywide system to promote the SDGs, in accordance with the SDG Future City Plan formulated in the same year and is strengthening its efforts.

The mayor's leadership is strong in the building of "Institutional Mechanisms," and he has been extremely enthusiastic, even mentioning the SDGs in his policy speech in 2019 and in three out of ten press conferences. The SDGs have also been mentioned in his policy address in 2021, demonstrating his continued leadership. The Advanced City Promotion Division of the Planning Department is in charge of coordinating and promoting the initiatives of the entire government. In terms of collaboration between industry, government, academia and the private sector, consortiums of Toyota SDGs Partners, the Toyota City Connected Society Verification Promotion Council, and the *Oiden-Sanson* Center are utilized to promote the three priority fields of "energy", "mobility" and "wellness". The institutional mechanisms are now in place to promote

collaboration between the private sector and the public sector. The number of parliamentary questions on the SDGs also shows a growing interest, with 11 questions in 2019.

In terms of "Goal Setting," the SDGs Future City Plan (2018-2020) includes Goals 5, 8, and 9 for the economy, Goals 3, 11, and 17 for the society and Goal 7, 12, 13, and 15 for the environment. In 2021, the SDGs are clearly positioned as a prerequisite for the basic concept in the latter-half implementation plan of the Toyota City 8th Comprehensive Plan. In terms of setting numerical targets, 24 KPIs, including duplicated ones, have been set for progress management in the SDGs Future City Plan (2018-2020).

For "Monitoring" initiatives, the city is progressively releasing data that can be made publicly available as the "Toyota City Open Data Catalogue". Although not necessarily active in participating in external certification and evaluation, it has been active in disseminating information on SDGs to citizens, with a total of 1,000 seminar participants as of 2018, as well as

five press releases.

Regarding “Partnership,” citizens' awareness proposition of the SDGs was 44.9%, nearly half of the total, according to the results of a survey conducted at the end of 2020. As for partnership with the private sector, the Toyota SDGs Partners initiative was established ahead of other municipalities, with the increasing number of member organizations from 126, at the end of

2019, to 380 at the end of 2022, and concrete initiatives have also been created by them. A wide range of partnerships with universities and activity groups have also been approved, including partnerships with 45 organizations, including municipalities and universities. Nine international partnerships have also been recognized. In March 2021, the “Think SDGs 2021” International Conference was organized on-line by Toyota City Government and UNCRD, where a wide range of

Figure 4.7 Conceptual Image of Smart City in Toyota City

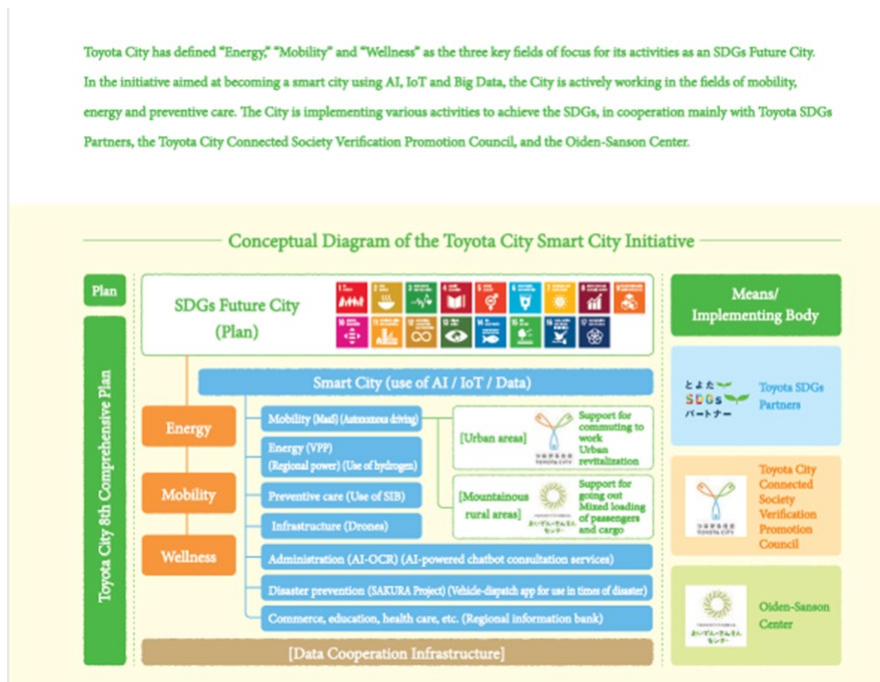


Figure 4.8 “Think SDGs 2021” International Conference in Toyota

開催概要

“Think SDGs 2021” International Conference in Toyota
Smart and Sustainable Communities with COVID-19

新型コロナウイルスが生んだ新たな生活様式やつながりで“New Normal”の世の中を私たちは、どう暮らし、生きていくのか？
豊田市のSDGs重点分野（モビリティ・エネルギー・ウェルネス）を中心に、様々なステークホルダーと一緒に国内外の事例を踏まえて考える会議を開催し、広く一般にも公開しました。

日時
2021年3月6日(土) 13:30-18:00

形式
オンライン(会議開催：Zoom / 一般公開：YouTube Live)

テーマ
Smart and Sustainable Communities with COVID-19

主催
豊田市、国際連合地域開発センター(UNCRD)

後援
内閣府、環境省、国土交通省、経済産業省、外務省、愛知県、名古屋市、豊橋市、岡崎市、(一社)イクレイ日本、(公財)地球環境戦略研究機関(IGES)

discussions were held on Toyota's SDG priority areas of energy, mobility, and wellness, together with international organizations, various cities and regions around the world, companies and associations.

Toyota City has been actively promoting initiatives as an “Eco-Model City” even before the city was selected as one of “SDGs Future Cities”. As of 2022, Toyota City has reached the stage where concrete initiatives are being promoted on these foundations, and the foundations for “Monitoring” are also being laid through international initiatives.

Box 4.2 Initiatives Promoted by Partnerships in Toyota City

SAKURA Project

- Next-generation vehicles (EVs, PHVs, and FCVs), which have an external power supply function that allows them to draw electricity stored in the car, are positioned as “Running Generators”. The project is working to expand the possibilities of vehicles, including their use as power sources in times of disaster.
- Toyota City Government, Toyota Motor Corporation, Toyota Housing Corporation, and eight Toyota dealers in the city are working together to create a system to increase, connect, and use external power supply function.

Next-generation Mobility Intercity Network

- Established in 2019 to promote the spread of next-generation mobility by information sharing of issues and projects related to diverse next-generation mobility, such as ultra-compact electric vehicles and mobility-assistive robots, as well as by conducting joint projects for deregulation.
- Joined by Toyota City, Onagawa Town (Miyagi Prefecture), Minamisanriku Town (Miyagi Prefecture), Tsukuba City (Ibaraki Prefecture), Gotemba City (Shizuoka Prefecture), Susono City (Shizuoka Prefecture), Okazaki City (Aichi Prefecture), Sabae City (Fukui Prefecture), Kimino Town (Wakayama Prefecture), Kainan City (Wakayama Prefecture), Izumo City (Shimane Prefecture), Kumejima Town (Okinawa Prefecture), Miyagi Prefecture and Toyota Motor Corporation.

Hospitality Events of National Convention on Food Wastage Reduction

- As hospitality events for the “National Convention on Food Wastage Reduction in Toyota” held in October 2021, the Toyota SDGs Partners organized the “Spo-GOMI Convention in Toyota” and the “Toyota Food Wastage Monster Quiz Rally”.
- The events were planned and managed mainly by eight organizations of Toyota SDGs Partners, and both events were attended by more than 250 people from the city and beyond. A total of 31 organizations of Toyota SDGs Partners also played an active role in event management support and sponsorship.

Figure 4.9 SAKURA Project



Figure. 4.10 Next-generation mobility intercity network



Figure. 4.11 Spo-GOMI Convention and Stamp Rally



5. Conclusion

The SDG Governance Evaluation Index for Local Governments proposed in this paper can visualize to a certain extent the status of the establishment of a system for the promotion of the SDGs in local governments and enable each local government to consider the systems and initiatives that need to be strengthened to promote the SDGs in the future. It is a great advantage to be able to design partnerships and system building efforts while prioritizing them by setting specific numerical indicators.

The results of the analysis, which focused on Nagoya City and Toyota City, respectively, also clarified the relationship between governance and the measures and initiatives being implemented in each city. It may be possible to analyze what kind of governance and partnerships can be strengthened by taking such measures, and what kind of results these governance enhancements may produce in the region. We hope that local governments and those in charge of promoting the SDGs will make effective use of this report to understand the current status of their organizational and regional structures and relationships, and to consider which actors should be involved in their efforts.

On the other hand, in governance evaluation, the emphasis is on quality rather than quantity, depth rather than breadth, and numerical values do not necessarily have absolute evaluation meaning. In the case of KPI indicators, the indicator itself is a “goal” and it is important to aim to improve it, whereas in the case of governance indicators, the indicator only reflects one aspect of “results” and improving the numerical value should not be the goal.

There is value not in the fact that the chief executive calls for the SDGs, but in the fact that policy values are communicated from time to time from the perspective of the SDGs. It is not important to establish many partnerships or conferences, but it is valuable that they are discussed within them. The number of partnerships itself is not important, but the depth of the partnerships and the collaborative projects and initiatives that emerge from them are valuable. Please note that the results are not intended to be publicized or publicized externally, or to be used as a basis for competition among municipalities.

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