

25+5

# SDG Cities

Leadership Platform

**The 25+5 SDG Cities will become Lighthouses – inspiring all to implement the SDGs by 2030**

# THE GLOBAL GOALS

## For Sustainable Development



**“The participants of the 25+5 network have been carefully chosen, due to their outstanding efforts , unique actions and promising future projects.”**

Prof. Dr. Eckart Würzner  
Mayor of Heidelberg

April 19/20 2018, three months after the initial meeting of Michael Moller, Director General of the UN in Geneva and Prof. Dr. Eckart Würzner, Mayor of Heidelberg at the UNGSII SDG Lab in Davos they invited Mayors and Experts from all continents to elaborate the 25+5 platform design.





**From day one, the 25+5 SDG Cities Leadership Platform includes the next generation with its unique school program, the Global Youth Poll, its impact week, the Beethoven Ambassador of Hope school competitions, read-a-thons, etc. Here with the pupils of the Lotus Krishna Vidya Bhawan school outside of Greater Noida, India.**

# THE CALL

3 years have already gone by! It was Sep 25 2015 when our 193 heads of states agreed to give their citizens latest by December 2030 a life within the frame of peace, rights and wellbeing. Country representatives had been negotiating on behalf of their people for more than 6 years how this frame should look like. They defined 169 targets for each of these 17 Sustainable Development Goals in order to ensure that everybody on all continents (from all sectors of life, reflecting all diverse religious and political realities) can be on board – with nobody left behind.

At the UNGSII SDG Lab in Davos Jan 2018 we looked at each other asking: and where are we on this path 3 years later? Taking John F. Kennedy to the next level all comes down to this one call: Don't ask what your country can do for you, to live a life within these SDGs – but: what have you done, making them become a reality? For you, your family, your neighbours and others.

Keeping Kennedy in mind, the current challenges remain relevant: working on Climate Change, reducing plastics in the oceans, improving the quality of education etc. All of us are active in one of more of these areas. But: taking a step back and looking at the larger call given to us by our heads of state on Sep 25 2015: are these segments – as important they are – enough to reach the target? Who wants to live in a smart city with clean air, water and soil, but schools being stuck in the 19th century, with senior citizens committing suicide as their pension system is not providing them a life in dignity etc.?

As of Sep 25 2015 we need to listen louder to those among us having question marks behind the established expert system: the best of the best won't reach the SDGs for all if they remain in their silos. If they remain blocked instead of connecting the dots. How about taking the thinking behind “economies of scale”, “opportunity costs” and “leverage effects” serious? As the implementation of the SDGs for all on all continents is neither limited by money nor by know how. Both is existing at an impressive volume and quality. What is lacking is the immediate call for SDG17: teamwork. The good news is, that Prof. Joachim Bauer and other colleagues illustrate that SDG17 is part of the human DNA. No need to pass complicated classes learning it – it is more a question of trust. To ourselves, our partners and the almost unlimited amount of “others” out there, who are working on similar projects, challenges, solutions.

The 25+5 SDG Cities Leadership platform is nothing more – but as well nothing less: starting with 25 cities operating in 5 different realities all over the world and 5 indigenous communities to showcase: we have all we need to reach all 17 SDGs latest by 2025. And as all citizens in these 25+5 represent 125 Mio of the 7.7 Billion we can say, we have started by improving nothing less than the life's of 1.5% of our planet. Who would refuse taking a call being part of this team and become a shining lighthouse for the others? rs



# SHORTLISTED CITIES



## DURATION:

2018 - 2025

## START DATE:

Q4 2018

### KAT 1 - UNIVERSITY CITIES:

- Aarhus
- Cambridge & Oxford
- Espoo
- Greater Noida
- Heidelberg
- Trondheim

### KAT 2 - CITIES AROUND 500.000:

- Anchorage
- Cluj-Napoca
- Gaborone
- Graz
- Nikosia
- Oslo

### KAT 3 - CITIES WITHIN 1-5 M:

- Amman
- Barcelona
- Gdansk
- Harare
- Mendoza
- Tunis

### KAT 4 - MEGA CITIES:

- Accra
- Hangzhou
- Los Angeles
- Mexico City
- Seoul
- Tokyo

### KAT 5 - UN CITIES:

- The Hague
- Montreal
- Nairobi
- San Francisco
- Santiago de Chile

### FUTURE CITIES:

- Bangkok Future City
  - Crocus City Moscow
  - Dortmund Phoenix City
  - Kuwait Silk City
  - NEOM
  - Siemens City Berlin
- total of 25 tbd.

### MENTORING CITIES:

- Burkina Faso
  - Djerba
  - Tougan
- total of 25 tbd.

### INDIGENOUS COMMUNITIES:

selected with experts within the Indigenous Communities

### EXPERTS (SELECTION)

- |  |                          |                           |
|--|--------------------------|---------------------------|
| • Al Arabia                              | • Funzi                  | • Solve                   |
| • AM Foundation                          | • Gulliver Consulting    | • Start North             |
| • BBC                                    | • Huffington Post        | • Stop Poverty Foundation |
| • Brain Breaks                           | • Impact 2030            | • UN AI                   |
| • CauseDirect                            | • KatapultLearning       | • UNDP                    |
| • Deutsche "Kammer-Philharmonie"         | • Media Tenor            | • UNECE                   |
| • Dialogue Foundation                    | • OiER                   | • UNTIL                   |
| • EDGE                                   | • Princeton Capital Man. | • USC                     |
| • Everywon                               | • Resilience Brokers     | • WHIS                    |
| • Foundation for Global Community Health | • Rotary                 | • YMCA                    |
|  | • SIIA                   | • YPO                     |
|  | • Solavieve              |                           |

### SHORTLISTED SUPPORT-HUBS:

- Dilijan Cultural Heritage Hub
- Geneva (SDG Impact Finance)
- Montreal (Research/PhD)
- Munich (SDG 11 Sustainable Cities)

### INDUSTRY EXCELLENCE PARTNER:

- |          |           |
|----------|-----------|
| • BDO    | • NOKIA   |
| • Fortum | • SAP     |
| • Neste  | • SIEMENS |

### EXECUTIVE AGENCIES:

- UNGSII Foundation
- UNOPS



## Michael Møller

**Director  
General,  
United Nations  
of Geneva**

We passed the 1000-day mark since the adoption of the 2030 Agenda when we met in Heidelberg. Our sight is firmly set on implementation. And while the scope and ambition of the Goals is global, implementation happens on the ground, that is to say, it happens locally. It happens first of all in cities. This is why I commend the work of the 25+5 SDG Cities Leadership Platform which connects the local on a global scale, to share best practices that apply to Heidelberg as much as to Hangzhou, to Anchorage as much as to Accra.

The concentration of people has always made cities engines of innovation. The Renaissance started in Florence; and it was in Birmingham that the Industrial Revolution took off. This makes sense: innovation speeds up because people are personally connected to each other, and because cities are gateways to finance, markets and other things that spur economic and cultural growth. But let us be clear minded about the “power” of cities. They can accelerate results, and often do, but inequalities are also huge in many cities and may not always be the answer. Cities work if a systemic approach is taken and no one is left behind. And this also refers to financing. Fully implementing the 17 Goals is going to be expensive. And a sustainable

response will only happen if financing is shared in terms of where the money is coming from, in order to avoid individual agendas driving decisions, to share the risks and to make solutions sustainable - which is what this initiative is all about! Challenges come in different degrees and shapes depending on the local context, but they are always captured by the SDGs - whether it's urban infrastructure investment, or crime prevention, or the provision of health services. After all, the more we are in sync, the higher our chances of actually delivering the 2030 Agenda - and not just in Geneva or Espoo, but everywhere else as well.

Establishing closer collaboration between us - between cities, international organizations, businesses - that is one part of the equation. The other, equally important part, is to explore collaboration on specific issues. Take, for example, urban infrastructure. UN Habitat estimates that 70% of the urban infrastructure that will exist in 2050 has not yet been built. Now here is an opportunity disguised as a challenge. We need to raise our ambition: Science demands it. The global economy needs it. And humanity depends on it. The SDGs are our common roadmap towards our shared destination - a fair globalization that leaves no one behind. If “you win-I lose” calculations dominated Cold War-era international relations, the SDGs are the paradigm shift necessary for the new polycentric system that does away with zero-sum games.



## Prof. Dr. Eckart Würzner

**Mayor of  
Heidelberg**

**“All 25+5 have  
proven themselves  
as driving forces and  
bold pioneers”**

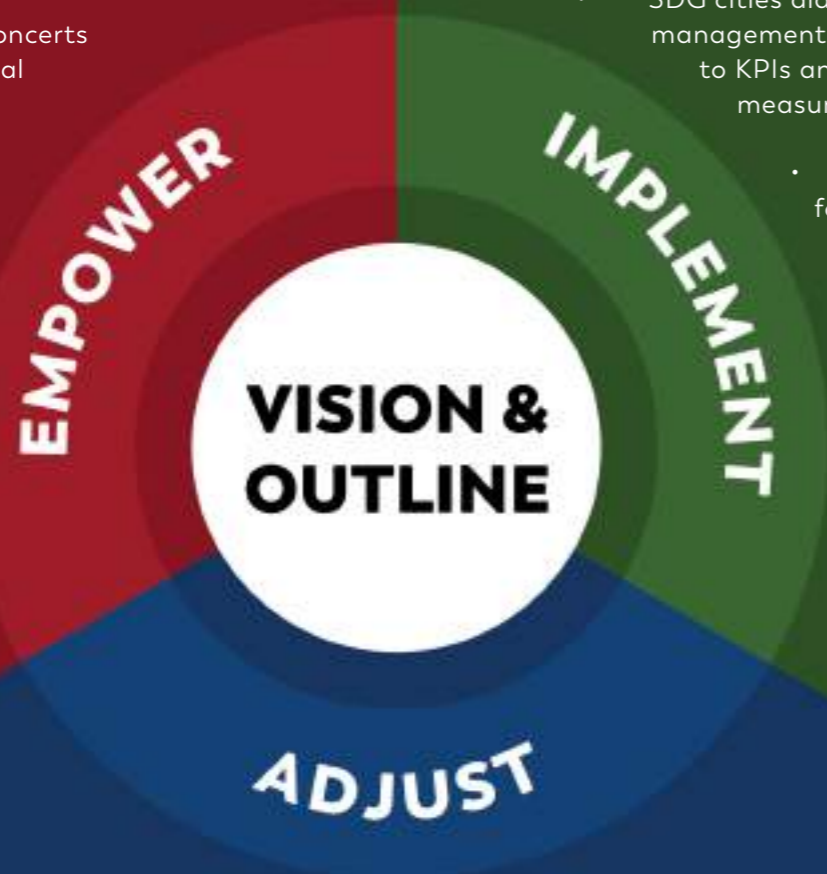
Most people live in cities - more precisely, two thirds of all Europeans live in cities. At the same time, cities cause the biggest emissions and put the greatest pressure on resources and the environment. Nonetheless, cities bear the potential to solve the existing problems.

It is about time to let go of the no longer serving principle of „top-down“ to a more equitable concept. The experiences made locally are of inestimable value and should always be taken in consideration before taking nationwide decisions which are not able to serve actual needs.

The participants of the 25+5 network have been carefully chosen, due to their outstanding efforts, unique actions and promising future prospects. Cities and the mayors who run them offer the best new forces of governance. What the world needs now is courageous and innovative leadership, especially at the sub-national level. They are the primary incubator of the cultural, social and political innovations that shape our planet. National policies are tied-up in policy matters with nearly no time left to find suitable solutions for the individual needs of cities. Global challenges, such as digitization, climate change, migration and access to education must be actively addressed at the sub-national level, that is where all the expertise lies.

All of the participating cities have proven themselves as driving forces and bold pioneers, regarding both urban as well as national or even international topics. By sharing experiences and joining forces, these cities function as urban labs and nucleus for innovative, sustainable and social solutions. Networks like the SDG Cities Leadership platform are the ideal form of organization to raise awareness and share knowledge and resources to address nuisances and find solutions to improve current conditions.

- Impact Week each June in each city followed by Summer-Universities starting June 2019.
- Senior Executive SDG Master Classes & Capacity Building for all leaders in each city - no one left behind.
- Global Goals: World Concerts each September, Annual Conference each December, Youth Science, Music, Sports competitions. Leading to the global televised competition as of 2020.
- IMPACT2030 providing global professional knowhow to each city and their teams.



- USC marketplace facilitating the funding and expert collaboration.
- Perception change including the global city conference defining the city profile.
- SDG cities diagnostic and management system leading to KPIs and transparent measurable actions.
- Action-Plans for and with each Kindergarten, School, University, Hospital, Senior Homes, SMEs, NGOs etc.

- Citizens Poll quarterly feedback & media outreach.
- 25+5 high level feedback sessions.

- Annual global all-stars challenge.
- 1503 PhD Programme: 3 interns per SDG for each 25+5.

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## Nicole Huber

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### City Director

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**“Citizen participation is the key to success”**

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If you really want to step into action, make change happen and be a trailblazer who inspires others, you need strong and reliable partners by your side. With developments like Brexit, climate change - both literal and political - joining forces is the only way to create a livable future for upcoming generations. And even though this digital era enables us to communicate and collaborate at any time, nothing beats a personal encounter.

Alienation, competitiveness, egocentric leadership and recent natural disasters seem to over-shadow daily life, foiling even the most ambitious plans and projects. It's about time to throw the spotlight on the existing possibilities and to combine our knowledge and potential, which we have earned individually. The SGD cities leadership platform offers a unique chance for transnational collaboration and will initiate a change of the collective consciousness.

To us, citizen participation is the key to success. Respect the needs and ideas of your citizenry and consider the improvement of life quality a top priority when taking decision. Cities are made of people; every development should evolve around the civic community. We will continue to offer new and different ways of information and participation to our citizens during the SDG implementation process and will surely benefit from the wisdom of the SDG cities leadership platform.



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## Markku Markkula

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**First Vice-President of the European Committee of the Regions (CoR)  
Chair of the Espoo City Board**

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The UN SDG Cities initiative is excellent and I will personally do my best to support it in all aspects of its ambition. Let me explain why. As European cities and regions, we need to learn to work together and apply the best knowledge available to achieving the targets of the 2030 agenda. The solution is simple: we need to act by engaging, committing, experimenting, piloting and scaling up our work together. As Europeans, we need to invent the global future we desire. This can only be done by our citizens, businesses, academics and other stakeholders – in other words, from the bottom up. Cities and city-driven regions are the powerhouses of the future for achieving the UN SDGs. We need systemic actions, roadmaps and partnerships. We need more societal innovations and forerunner cities.

Let me remind you that the EU should be and is a project for peace, democracy and prosperity for everybody. No matter how long a country has been a member of the EU, and whether people live in the north, south, east or west. The EU Committee of the Regions, with its 350 mayors, regional presidents and councillors as members, is the bridge between Brussels and cities and regions across the whole of Europe. We need strong citizen contributions and citizen movements. Brexit is a symptom of how the EU has lost touch with its citizens. We, the local politicians, need to make a difference to the lives of our citizens and all our stakeholders.

As an example, in COP24 Katowice we joined forces with local governments around the world and requested a formal role for cities and regions in implementing the Paris Agreement. The rulebook which was adopted opens doors to reinforced multi-level climate action and stronger cooperation.

It brings me a special joy to illustrate the unique cultural, innovative, economic and political strength of Europe as part of the 25+5 SDG Cities Leadership Platform. I have spent decades of my life in local politics and have served all the stakeholders, and in recent years I have brought this local and regional experience to EU policymaking. This fantastic microcosm of our planet of Earth – which by the way is much more than “micro” - remains my source of energy and optimism. We all need to act together to reach the SDGs by 2030. I am smiling as I watch the UN SDG 25+5 Cities initiative starting in my home town of Espoo. This unique team brings sunshine into our cities even on those foggy days.



UNGSII SDG Lab Davos 2018

# VISION & OUTLINE

## 01

**“The fourth industrial revolution is not just about technology or business. It’s about society”.**

Joe Kaeser  
President and Chief Executive Officer, Siemens AG

1. EMPOWER. IMPLEMENT. ADJUST
2. SDG CITIES DIAGNOSTIC & MANAGEMENT SYSTEM (CDMS)





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## Jukka Mäkelä

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### Mayor of Espoo

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There is lots of good news coming from Espoo. While receiving an award for being “the most intelligent community in the world” in London last summer, we learned about the new UN 25+5 Cities Leadership initiative by Michael and Eckhart. We realised that the challenge of tackling the SDGs in this way was perfect for us.

Now we have a new UN global challenge and competition in our sights. This lets us build on our work in sustainability – according to an international benchmark study, Espoo was ranked the most sustainable city in Europe during the Dutch EU presidency. We want to remain the most sustainable city in the future and guarantee that our growth is economically, ecologically, socially and culturally sustainable. Like sporting competitors, we are ready for this new call.

Everybody who is aware of Espoo knows that the ‘Espoo story’ is accomplished by its citizens. We need everybody to contribute: the young and old, people at Aalto University, VTT, businesses, start-ups, the teachers in our schools and nurses in our hospitals. After a lot of exchange and debate we agreed that we are in, and we want to be on the front line.

What fascinates us most is the global aspect of the call. Through a regular exchange with Shanghai, our sister city, we have learned how global dialogue inspires our citizens. Espoo gave birth to Slush, the world’s leading start-up event. Ever year, 20,000 young start-up entrepreneurs meet investors for three days. We also host Junction, when 2,000 people come together for the world’s leading hackathon. This new UN call gives us an opportunity to take all these activities to the next level. What more could a mayor wish for?



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## Rita Ottervik

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### Mayor Trondheim

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Cities have never been self sufficient. They rely heavily on the world beyond to secure the building blocks that sustain livable communities. Increasingly this is also true for the knowledge needed to develop and run cities. We know a great deal about learning at the individual level. Over the last decades we have understood the importance of learning at the organizational level. In the coming decades we take the next crucial step towards becoming learning societies. Å

The learning society develops against a backdrop of overwhelming challenges and opportunities, where solutions cannot be scaled down to fit perceived local capacity. The learning in question is structured around three questions: 1) How do we know what works, Å 2) Why should people care, and 3) Who will do the work? The societal learning process will change the relationship between organizations as well as their inner conditions, and test the self perceptions and imaginations of millions of people: Can I help myself by supporting others in their bid to realize shared objectives?

Learning Cities are the playgrounds of the future. They are spaces where people and organizations can negotiate shared value, listed for and link to future partners, and generate shared insights through experimentation. Cities develop into learning societies when their listening, linking and learning extends beyond organizational divides and city walls to encompass people, ideas and resources wherever they are.

# EMPOWER.

While most of the cities have already an impressive action plan in place improving the life of their citizens, the 25+5 SDG Cities Leadership Platform provides a constructive and ongoing dialogue between the City leadership of each of the selected Cities on the one side and each of the global experts per SDG on the other side to understand the existing projects in place, providing additional insights and options for solutions and funding.

Quarterly hearings with all stakeholders of the city, the annual impact week and other citizen- involvement programs help to ensure, that each stakeholder per city is involved. Via the UNGSII School-Program the next generation receives on top of the SDG education program diverse options to engage and experience the multiple opportunities each SDG and their 169 targets include. Further individual programs organized by institutions such as Rotary, YMCA etc. ensure that the burden of the implementation of the SDGs is not solely lasting on the shoulders of the City Management but understood by each citizen to be shared among those who want and can participate in the joint effort.

**In every school we go to, the children and SDG experts plant a “Beethoven – Song of Joy” tree together. The children then take care of it as it grows while they prepare for their contribution to the “Beethoven – Ambassador of Hope” school competition.**



Utilizing the technology most widely dispersed globally – mobile phones – online courses on sustainable decision making will be tailored for different target audiences in their own languages:

- 25+5 staff
- Civil servants & decision makers
- Citizens

Through the mobile learning service Funzi, these courses will be available for studying directly in the web browser, on-the-go, at [www.funzi.mobi](http://www.funzi.mobi). This means that target audiences can study on any Internet-connected device, from low-end mobile phones to latest smartphones to tablets to laptops – no downloads required.

The learning outcomes of these courses will be:

a) introducing the learner to the Sustainable Development Goals on the global level, and b) giving local examples of sustainability and encouraging the learner to take local action – whether they are a citizen making more conscious and sustainable choices or urging their decision makers to do so, or a decision maker responsible for planning or execution of sustainable development in their living environment.

Under the leadership of Prof. Shubhro Sen (Shiv Nadar University), Prof Taina Tukianen (Aalto University), and other academic thought leaders the City Management will be invited to join the SDG MBA Masterclasses created for the top Management of the cities run in 4 one-week-sessions providing up-to-date insights from all 3 segments: academia, city-professionals as well as UN Agencies in Geneva, New York, Bonn and Vienna to ensure know-how transfer and exchange at the top level.

For the participants of the SDG MBA Masterclasses, the completion of a tailored mobile course will be a prerequisite for participation to ensure dedication to the program and a certain base knowledge level.

By implementing smart finance concepts like the Ferdinand-Education Purchasing Card available for all citizens each of the 25 +5 Cities as well as their citizens will be empowered to finance their won personal life-long learning needs as well as the needs for their children, but at the same time enough funding will be available helping to move both, the traditional provider to education services from Kindergartens to Universities as well as those who are in need of a multi-skilled workforce enlarging their current system and moving slowly but surely their complete education system into the requirements of the 21st century.

# IMPLEMENT.

Together with each SDG expert the OiER/United Smart City and UNGSII team will visit each City to learn about existing metrics measuring progress and implementation of the diverse goals and providing further know how and tools in order to ensure, that all 17 SDGs and 169 targets become visible and concrete actions manageable for the City leadership.

During the past 10-15 years the team of OiER and their experts from all continents and all sectors of life have developed a scientific toolkit supporting the sectors in all cities to create an in-depth understanding of all dimensions necessary to find the best fit for each city being confronted with challenges like the Paris Accord, clean water etc.

At the same time awarded world leaders like Martin Burt, founder of the Stop Poverty Foundation has created with his global teams solid metrics helping hundred thousands of families finding their way out of poverty and limited access to food to live a life which they can manage on their own.

The experience of Stop Poverty Foundation on all continents or of EDGE foundation in the field of ensuring Gender Equality on all levels, and the World Health Innovation Summit improving health and wellbeing, are only 3 examples illustrating the hands-on experience offered to all 25+5 leaders and their citizens to find and explore their own ways implementing the 17 SDGs already by 2025 – as there is not one solution, but there will be 25+5.



**Hand in Hand: The Mayor of Trondheim, Rita Ottavik, the Rektor of NTN University, Gunnar Bovim and UNGSII Founder Roland Schatz in Trondheim, Jan 10 2018**

Across each town several “25+5 exchange + empower hubs” will be opened in shopping malls, university labs and other easy accessible hotspots – run by the diverse stakeholders of each city from Schools, Rotary clubs to NGOs – ensuring that the newsflow regarding the current implementation stage of each of the 17 SDGs is guaranteed and the citizens in each city can recognize and check, that progress is based and ensured by their own involvement.

# ADJUST.

The concept of the 25+5 was not created in the understanding that solutions are ready, but rather that those who lead the path facing multiple challenges deserve all the support the world can bring to their tables. In permanent feedback rounds with inspiring solution driven experts each of the 25+5 cities and communities will experience the unlimited interest of all partners to listen and learn step by step. OiER and UNGSII have developed during the past decades a unique and growing network of partners who are able and willing to go the extra mile when additional funding, expertise and ideas are needed to empower each city and their teams reaching their goals.



The leaders in each of the 25+5 will be supported by a team of 51 PhD students, who will support not only in the field of research, but as well in feeding the multiple data entry requirements in a scientific quality to ensure the resilience of the tested solutions but as well to create the best transparency within each city, the 25+5 platform and beyond. Furthermore, each City and their teams will be able to partner with Impact2030 and lean on the experience of willing professionals

from the corporate sector in all industries and operating on all continents, who will listen to the challenges and are willing to support by implementing and adjusting the solutions for each of the 25+5. As all research shows: reaching the SDGs by 2030 is neither a question of lack of funding nor know-how – but by improving our skills to share and network in a constructive way (SDG17).

An important part of the Platform is to create integrated partnerships between the 25 selected cities and those, who enjoy the opportunity to create new cities: 25 so called Future Cities are part of the 25+5 in order to learn from those who are not limited by current infrastructure. At the same time by initiating these smart partnerships the existing 25+5 Cities get access to cutting edge technology which they either wouldn't consider so far or which seem to be too expensive for tight budgets.

Together not only the combined demand-power of 25+5 and the 25 Future Cities allows to gain cheaper prices, but more important, under the leadership of UNOPS and its purchasing platform negative side effects like corruption, second-best choices etc. can be reduced.



## Ramu Damodaran

### Director UN Academic Impact

In setting as its eleventh sustainable development goal the making of “cities and human settlements inclusive, safe, resilient and sustainable”, the United Nations offered the global urban landscape as a metaphor for our planet itself, for each of those attributes, individually but far more so integrally, reflect the 2030 world to which we aspire. Cities have, over history, emerged as the expression of human ambitions and human limitations, limitations defined in terms of physical space, economic opportunity and human well-being and reflected in the actions of women and men that enhance or constrain these.

Central to the United Nations Academic Impact (UNAI) are two increasingly accepted principles; one, that there is no discipline that stands in isolation from another and, two, that there is no area of scholarship that is not relevant to the United Nations. Taken together, these truths spurred UNAI’s creation in 2010 and were thrown into sharp relevance with the definition of the individually distinct but collectively coherent sustainable development goals five years later.

Research is all about, in Roland Schatz’s memorable phrase, listening to those who have question marks. In the process, answers emerge as readily as fresh question marks do and it is in that constant pace of engagement that scholarship makes the greatest difference to the society that nurtures it. What our times now offer us is the possibility of truly collaborative scholarship, researchers reaching out to each other, very literally, across space and time. As Secretary-General Antonio Guterres said in his 2019 New Year message, “when international cooperation works, the world wins.” The Cities Leadership Platform offers a sound base for such specific cooperation, where the attainment of degree or doctorate fosters more than individual pride, but a recognition that reaches out — and is reached out to, in turn.

# GETTING STARTED

## EXAMPLE 1: Zero-Emission Busses



To illustrate with few examples: one of the short-listed Cities is challenged by the Paris Accord, as their existing Bus-fleet is not in line with the future standards. Within their own budget there is no possibility to replace the 500 Diesel-driven vehicles with Zero-Emission Busses. As part of the 25+5 it was a possibility to find together with UNOPS one partner, who needs the same Busses for their clients and who takes advantage of the UNGSII smart finance platform combining the search for large projects by the finance markets with the acceptance of Public Transport Products by the finance communities, as the re-finance stream is

highly appreciated. As first step the tender was started by UNOPS together with UNGSII to buy 3.000 Zero-Emission busses for the first Cities – both from the 25+5 as well as the Future Cities, knowing that the demand will soon be rather 30.000 Zero emission busses than another 1.000.

This is most attractive for medium size Bus producers with future technology, as they realize that working with 25+5 ensures them solid finance partners with serious profit expectations as well as follow up contracts once the proof of concept is realized.



## EXAMPLE 2: Obesity Prevention

Another example can be found in the combination of SDG3 and SDG4: obesity is one of the biggest challenge for all public sector budgets: The State of California has to block 20 billion dollars already now year by year due to the fact, that many of their citizens are not aware of how to live a healthy life. By 2050 the State of California had budgeted an increase up to 50 Billion. The 25+5 network of experts would like to support to reverse this trend and brings the



experts from GCH Foundation and HOPsports to each city implementing in all of their schools (and other platforms such as senior citizen homes) a program, which helps reducing obesity in a scientific supported and monitored program which was developed 15 years ago and showing amazing success on all continents in already 72 countries: an attractive daily exercise program of 30 minutes was developed together with VIPs from Hollywood and the Sports to engage with the next generation convincing them to test and stay with the program. The results are monitored by scientist from sports education and the progress reports published in academic journals of each participating country.



## EXAMPLE 3: SDG Purchasing Card

The third example is the adaption of the existing concept using the power of purchasing cards and taking it to the next level: 2 communities in the USA have developed a customer card by negotiating with grocery stores to share tax advantages with their customers if they agree to share these 3% of tax savings with their clients empowering them to take these 3% of savings and support with each shopping the education of their own child and one other child in need. Again: smart finance solutions developed by the UNGSII partners ask for zero additional funds, but only use existing systems

and empower all partners involved: the grocery stores realized growth in revenues beyond 10% per month, their customers knew: from each shopping they save money supporting the education not only of their own children, but of one child, they could choose together with their children. UNGSII is now negotiating contracts with leading foundations operating in the field of education to not only match the saved amounts but more important letting all children and families participating in the program get access to additional educational offerings provided by these foundations.

# SUMMARY

These most concrete projects are helping the 25+5 not only to raise additional funding but ensure they have the best partners to develop, implement and adjust their strategies in the smartest way, this is also the reasons, why the heads of global TV channels as well as other media platforms team up with UNGSII and OiER to create a TV-series “Where the Nobels meet the Oscars”: the best directors from Hollywood, Bollywood and the other experts catching people’s attention have agreed to work with the 25+5 and this amazing network of experts in order to develop by 2020 several TV-formats to create global awareness for each of the teams working in the 25+5 to implement all 17 SDGs latest by 2025. Each Spring and Fall a new series will be aired – both in the traditional as well as the online platforms – giving everybody the chance to watch how the diverse teams from each city are engaged in this constructive competition to be the first in each category to make their town waste-free, improving the air-quality, reducing the suicide-rate, improving the quality of food, increasing the interaction between the senior citizens and the next generation etc.

Each of these programs will be developed together with the 25+5, tested by video-competitions as part of the school outreach program and based on the data the Cities provide together with the 51 PhD students starting already in 2019 – as no city can be compared to another one, therefore the rules for the competition need to be defined in a smart way even those, who are not living in these cities understand and find attractive to follow on TV or their smartphones in order to get stimulated trying to get involved in similar programs in their own town.



The 25+5 SDG Cities Leadership Platform ensures that all children in each age group in the cities will be able to participate in the UNGSII SDG School-Program. Aside of teaching via games and competitions what the SDGs are about, the UNGSII School Program, which is already reaching 3 million children every day in 72 countries offers inter-active programs to empower the children to participate in the race to implement all 17 SDGs in their own neighbourhood already by 2025 which means, while they still be in school. No matter which level of education these children are enjoying: this program ensures, that they not only realize, but their opinion and participation matters but will become a crucial part in the cities success. UNGSII has already tested School-Competitions in South Africa and Vietnam together with Kofi Annan creating the “Ambassador of Hope” competition in order to give the next generation a voice how the world could learn from impressive examples the children had been experiencing in their own town.



**When 2 people have an idea and the right teams around them: who will stop them?**



**FIRST 30 DAYS**

The cities leadership team defines together with UNGSII three SDGs to start with and get the city stakeholders and citizens engaged in the Program. At the same time the City will define 3 key competencies with which the City would like to be associated within the own country and beyond when the people hearing the name of their city. Based on these 3 themes the UNGSII team will develop together with the Mayors team and selected key stakeholders of the city their individual communication plan, with which local, regional, national and international media will start a continuous reporting, in case this is not yet in place – as of Jan 2019. The success will be measured on a monthly base and necessary fine-tuning will take place in the quarterly perception change masterclasses. Details are described in Section 5.



**FIRST 3 MONTHS**

The first polls take place to understand where the residents of the City as well the key stakeholders within and outside of the City stand and what needs to be done from their point of view and if, where & how they want to contribute. Within these first 3 months the Mayor and his teams will define at the same time the KPIs for the coming 7 years with the experts from OiER and those SDG experts from the selected 3 SDGs the City wants to start implementing. Details see in Section 3. A first budget will be defined based on the most urgent projects the City has in its own pipeline in order to create the best synergies and achieve specific goals helping to implement the SDGs. Within this first quarter the “Davos type Annual Conference” theme and concept should be defined contributing as of 2019 annually to the global visibility of the City and its experts.



**FIRST 12 MONTHS**

The first priority projects will be turned into concrete business plans in order to ensure financing by the diverse platforms. Latest in September of each year these projects will be presented to potential partners with finance capacities at the annual Impact Finance Conference taking place in Zug, Switzerland in cooperation with UNOPS and the Swiss Impact Investment Association. The first SDG Impact Week showcasing concrete projects of the diverse stakeholders in the City including the schools, Hospitals etc. will take place. The first Sports-Weekend organized by the youth of the City will take place together with EveryWon. The first Cities “Annual Davos like conference” will be organized. The first group of 51 PhD students will start the work supporting the City Management and its stakeholders in its quality research management and building the Block-Chain Database providing secured transparency a) for the City b) for the 25+5 and c) for the other Cities interested in best practice from the 25+5.

**INITIATING THE PROCESS BETWEEN EACH CITY AND UNGSII WITH THE 17 EXPERTS**

After each mayor and the city council of these 25+5 SDG Cities sign the program participation these first action points will take place:





### FIRST 2 YEARS

A first status quo will reflect how the defined KPIs for each SDGs have shown concrete results, where they need to be adjusted. These improvement workshops are lead by each of the 17 SDG experts, who meanwhile become regular visitors to the city community. Best practice cases will be described in books, presented at global conferences. With the teams from Hollywood and global TV networks the criteria for the annual constructive televised competition will be defined, enabling the start of „The Nobels meet the Oscars“ in 2021.



### DECEMBER 2025

The citizens of the city have answered the last time in their quarterly poll the questions whether or not they feel each of the 17 SDGs are now a reality. The city with the best results in its category gets worldwide recognition for winning gold, silver, bronze.



### DECEMBER 2028

The citizens of the 25 cities in the developing world who have been mentored by the 25 Mayors of the 25+5 SDG Cities leadership platform will answer the last time in their quarterly poll the questions whether or not they feel each of the 17 SDGs are now a reality. These cities will be awarded as well and receive worldwide recognition for winning gold, silver, bronze.





# 02

# EMPOWER.

1. SDG CITIES DIAGNOSTIC & MANAGEMENT SYSTEM (CDMS)

# SDG CITIES DIAGNOSTIC & MANAGEMENT SYSTEM (CDMS)

## BACKGROUND

Today we find different City Rankings and Studies with the aim to compare cities in various domains (green city, liveable cities, etc.). Talking to city decision maker on how these studies will help them to improve their city will show a different pictures. We all know the top performing cities in various ranking such as Vienna, Singapore, Copenhagen. The Problem is, that the others cannot really replicate best practice models of the top performing cities. Every city is unique, every city has its own baseline, its own infrastructure in place and also an unique behaviour pattern of its citizens. Eg. while London is providing a Cable Car mainly for tourists, the same system is one of the most frequented transport system in Medellin commuting from east to west.

If we really want to help a city to find the most suitable solutions we have to look to its DNA, what exists, how it is used, what are their plan, what is possible, what not. Only taking a deep dive in the uniqueness of city will allow us to provide a realistic approach and real implementation plan.

Additionally, there is growing anecdotal evidence from cities across the world that comprehensive, publicly accountable and integrated efforts to improve environmental performance go hand-in-hand with enhanced economic dynamism.

What is missing is a comprehensive approach to quantify some of those causal relationships. There is currently no perfect approach for measuring the sustainable development of cities due to the inherent complexity of the task.

**The holistic concept of 25+5 SDG Cities needs a solid steering committee and smart tools be able to catch up with all progress provided by all the groups working in the Cities hand in hand with the 17 SDG experts and PhD support teams.**



# The SDG CITIES DIAGNOSTIC & MANAGEMENT SYSTEM (CDMS)

Will provide a way forward by going beyond a simple data collection process. The inclusion of comprehensive KPI's and further sustainability dimensions (cost efficiency and job creation) will make the change in the future by its member cities.

The SDG CDMS is an ambitious and laudable initiative, which aims to help city leaders and officials better understand the future effects of investments on sustainable development and quality of life outcomes.

The SDG Diagnostic and Management System is a dynamic simulation system which studies the participating 25 cities actions, technologies, measures and policies from various domains at different time periods and implementation rates. It is designed to reduce the environmental impact of everyday activities and to improve the quality of life of citizens.

It will cover all 17 SDGs, each with various KPIs in order to define and monitor the performance and it also will cover key aspects related to economic growth such as Jobs, CAPEX/OPEX and business and finance models.

The SDG CDMS calculates the impacts of individual action items at different implementation levels. Eg for SDG 13 – Climate Action CDMS assesses how a technology would reduce demand, shift the mode (public transport instead of cars) or improve efficiency in order to find solutions in how to reduce the Co2 and Air Quality impact.



The model is based on life cycle assessment methodology and global databases of deep vertical process knowledge. New jobs that would be created are based on reference projects or economic studies in different regions.

The impact-driven approach delivers real numbers and works based on already existing baseline (infrastructure, behavior pattern, etc.) in each city. In workshops the impacts of various actions and policies are studied.

Levers (Technology, Policies) can be applied at different implementation rates for specific action items. Levers can be pre-selected based on results, and city specific plans and policy can also be considered to generate a valuable mix of solutions. A range of impacts can be studied based on a single lever and its implementation rates, comparing options, or combining several levers in one or more sectors. With these approach the impact of one domains can also be interlinked with other SDG activities in order to have a comprehensive and interdisciplinary approach per city.

A specially developed IT System visualizes the effects of individual levers on a city and It also provides excellent support for the workshops by comparing scenarios created using different Action items and implementation rates.



Monitoring both long and short term benefits cities constantly need to balance long-term targets such as reducing greenhouse gas emissions with short term aims such as improving air quality and creating jobs. All too often, lack of public support means long-term objectives are sacrificed for more immediate needs. SDG CDMS takes on the challenges of this balancing act by helping decision makers to recognize and select solutions that offer win-win solutions. CDMS highlights the benefits from key performance indicators to enable city leaders to deliver long-term advantages strongly linked to short-term gains.

Cities can maximize results by identifying the most cost effective solutions for improving quality of life, economic, and environmental care. By studying capital and operational investments across the lifespan of each. Solution, CDMS can report improvements on various KPIs related to SDG targets for each dollar spent. SDG CDMS helps cities avoid investing in solution that work on paper but cannot deliver the same results in a city. By carrying out a SDG CDMS assessment, cities can find exactly the right approach for its city's needs, both long and short term.

When data collection, baseline and impact calculation, scenario definition and modelling are complete, the SDG CDMS Manager drives the writing process for the SDG City Strategy report (see Action Plans). This comprehensive illustrated report explains in detail the benefits of different solution scenarios on a city's baseline (economic, environment, quality of life). The report type is governed by findings and priorities set during the SDG CDMS process and refined in the workshop.



**Prof. Taina Tukiainen**

The first rays of light are shining on our cities.

How can we change the world and drive the big changes? American students once asked the well-known investor Warren Buffett what are the most important personality traits of future leaders. Many would expect to hear words like intelligence, courage and energy. But Buffett replied simply that the most important is moral integrity.

Future leaders are emotionally intelligent, empathic, open and have contextual sensitivity. They listen, empower and interact. A good future leader coaches, gives others opportunities and creates space for interaction and collaboration to develop. Good leadership is all about good collaboration. Aalto and Witten/Herdecke universities are world-leading pioneer examples of this attitude. I have the pleasure of teaching and researching in both universities, which has given me an excellent environment in which to excel and share my thoughts on corporate entrepreneurship and innovation with my students. Finland is a leader in innovation and education so cutting-edge technologies, keeping ahead of the innovation wave and sharing knowledge are in our DNA. We share this with our next generation, who we hope love to learn and practice innovation and entrepreneurship.

The motto of the founder of Witten/Herdecke, Alfred Herrhausen, reminds us that we have to “think right” and act fast. When he and his German corporate colleagues founded the Business School in the 1980s in the midst of the Ruhrgebiet, digging coal had lost its momentum and it was time for something new. As a big admirer of Karl Popper, he was aware that proven right means correct as long as it is not proven false.

I was so enthusiastic and happy to hear that this UN 25+5 SDG Cities Leadership platform was initiated in Heidelberg by thought-leaders with the spirit of curiosity, friendship and constructive disruption. It is my pleasure to serve the UN 25+5 SDG Cities – together with Prof. Shubhro Sen – with an MBA program which will ensure the speed to implement the 17 SDGs and 169 targets by 2025. We need to keep on track, coach and mentor the 51 PhD students who will support the city teams.

I am delighted that in Espoo we have already started!

# DATA DRIVEN SDG CITIES ACTION-PLANS

Interest in Smart Sustainable Cities has triggered plenty of theoretical and technology-led discussions, but not enough progress has been made in implementing related initiatives.

In addition, there are several factors hindering adoption of Smart Sustainable City solutions: scaling of newer technologies is unproven; technology challenges the existing status quo in how cities are run; and technology is not well-understood across city sectors.

Cities need to assess their requirements and set up an integrated approach for all new projects that encompasses environmental, social, and economic aspects. Generally, many cities lack the resources and the money to fund detailed plans with expensive management consultants.

**“25+5 and United Smart Cities provides cities with a consistent and standardized method to collect data and give guidance and support in measuring performance and progress to become Smart and Sustainable Cities”**

Kari Eick  
Secretary General, OiER



To bridge the gap between ideas and reality, the SDG Cities program will provide a range of deliverables which will help cities to better plan and implement their own strategies to better reach the UN SDG's.

The City Diagnostic Management System will help to provide a blueprint of Programs & Projects for each City which will be analysed by way of an SDG Action-Plan which provides a comprehensive assessment and solution including business models.

The City Diagnostic Management System will help to provide a blueprint of Programs & Projects for each City which will be analysed by way of an SDG Action-Plan which provides a comprehensive assessment and solution including business models. It is again important to emphasise that the resources to deliver the CDMS and the SDG Action-Plan will reside within each local CIP.

**The 5 stages of the Management tool entails the following:**

1. City Diagnostic
2. City Profile
3. City Roadmap
4. SDG Management Action-Plan
5. Implement & Monitor

As can be see the 5 stages which comprise the functional process for the CIP are broken into 2 main phases which cover the City Diagnostic and the SDG Action-Plan phases. The City Diagnostic is very much a data driven modelling and analysis phase whereas the SDG Action-Plan drives the assessment of programs and projects.



- Review city data for analysis and data collection.
- City diagnostic modelling carried out for 17 SDG's.
- Calculate environmental baseline.



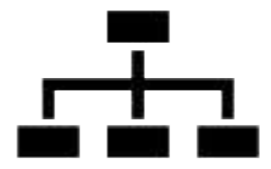
- Review diagnostic results with the KPI.
- Updated gap analysis and diagnostic results.
- Infrastructure & technology impacts and strategy.



Review high level vision based on:

1. City Policies.
2. City Programmes.
3. City Projects.

- SDG programme & project selection considerations.
- High level technical roadmap for programmes & projects.



Create SDG action plan for programmes & projects & have the following:

- Business & governance model & funding model.
- SDG value case & citizen engagement.
- Industry partnerships & ecosystem plan.
- Project & Investment Platform.



- Detailed roadmap of programmes & projects.
- Detailed governance & delivery plan.
- Detailed operation plan.
- Monitoring & measurement plan.





2018 several Innovation & Cities workshops took place:  
in Aarhus, Tallinn, Riga etc

# IMPLEMENT

1. SDG CITY INNOVATION PLATFORMS (CIP)
2. INITIATING THE PROCESS



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**Jonas  
Svensson**

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**Head Innovation  
UNOPS**

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We are facing some of the greatest challenges in the history of men kind. Some come with hard deadlines such as Climate change. With an ever growing population on our planet the only way we can solve any of these challenges are with innovation. However macro data suggests that since 2006 the innovation height has dropped as have early stage funding.

Innovation happens anywhere and ideas are had by everyone, but 70% of the earth population will live in cities by 2050, we already see mega cities on all continents. Hence for increased impact and access to the needed infrastructure within education, investment, incubation and regulatory support, Innovation centres in cities will have impact.

We at the United Nations are very well placed to identify, quantify and document problems since we face them in every country around the world. If we describe the problem, together we can find solutions.

This is the notion behind our innovation program where we bring resources under Education, Incubation, Investment and Policy support in an effort to create or strengthen the innovation ecosystem in your country.

Using the 25 plus 5 platform as innovation hub where results, ideas, efforts, education and solutions can be shared we can pool resources and achieve outcomes faster. Using the key competences at each location we create synergies. Moving relevant ideas and teams from one location to another speeds up the process.



# SDG CITY INNOVATION PLATFORMS (CIP)

The SDG Cities program is designed to overcome the traditional problem in smart cities which is: How do we move from ideas and visions to implementation?

As described in the introduction, to move towards true implementation the SDG Cities program clearly calls out 3 main areas: Empower, Adjust, Implement These three areas are central to how the SDG Innovation City program would function.

## Role of the SDG City Innovation Platforms (CIP):

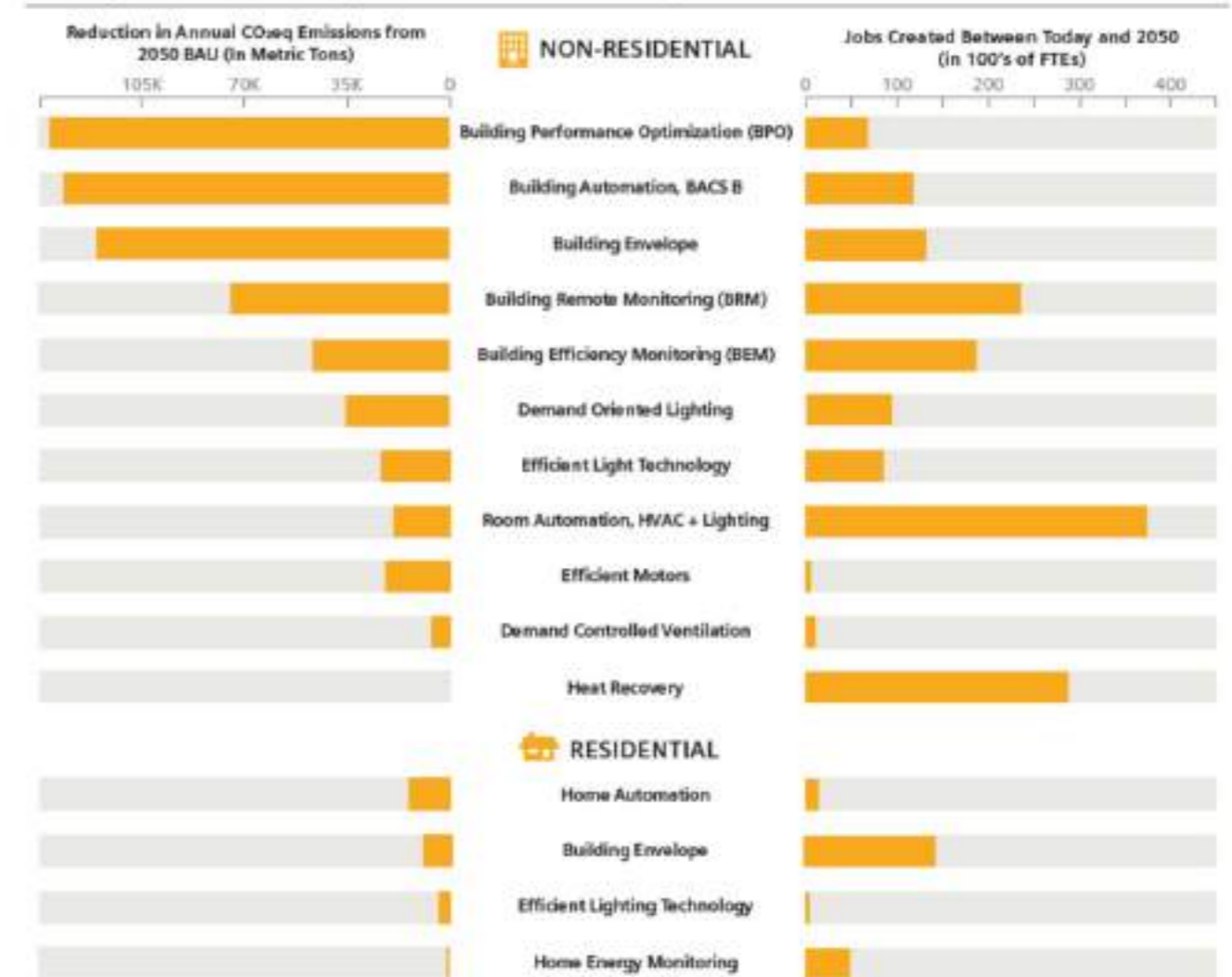
The key single critical role of SDG City Innovation Platforms is to CLOSE the “GAP” between the cities, the private and the finance sector. There is a globally recognised gap between ideas for smart cities and implementing all of the alleged sustainable smart city technology in cities which are “promised” to deliver efficiencies and improve quality of life. To date there is very little evidence of substantial success to back-up the “promise” of smart cities. The main reason for this lack of success is the “GAP” and the understanding how to get structure, design, fund and implement the solutions; this is the “GAP” and SDG City Innovation Hubs will be set up to bridge this “GAP”.

These deliverables required can only be satisfied by creating permanent centres – known as a SDG City Innovation Platforms (CIP) – in various cities - which will be setup as follows:

Each SDG City Innovation Platform will have people and resources with:

- Extensive smart sustainable city expertise and SDGs
- Proprietary research on smart sustainable cities and SDGs
- Regional knowledge & experience
- Dedicated team with access to global network

Building Lever Results: CO<sub>2</sub>e Emissions and Full-Time Equivalents



## The functions and roles in each SDG City Innovation Platform will be to:

- prepare, organise and deliver the City Diagnostic Management System.
- review and compare City Diagnostic with UN SDG KPI's.
- work with each City on Policies, Programs and Projects to prepare City Roadmaps for smartness and sustainability.
- prepare, research and deliver the SDG Action-Plan for each City program & project.
- help to implement & deliver the SDG Action-Plan programs & projects for the City including.
- operational models.
- Collaborate with private sector companies to secure R&D and Innovation funding and projects via the SDG City Investment Platform.
- Leverage other UN agencies centres of excellence to broaden capabilities & collaborate more broadly.
- be embedded locally and regionally with varied innovation users and developers to support innovation transfers.
- be a showcase and a Centre of Excellence for a specified SD Goal and develop specific expertise around a nominated SD Goal allowing it to coordinate, collaborate and support research, development and innovation across the widest range of partners.

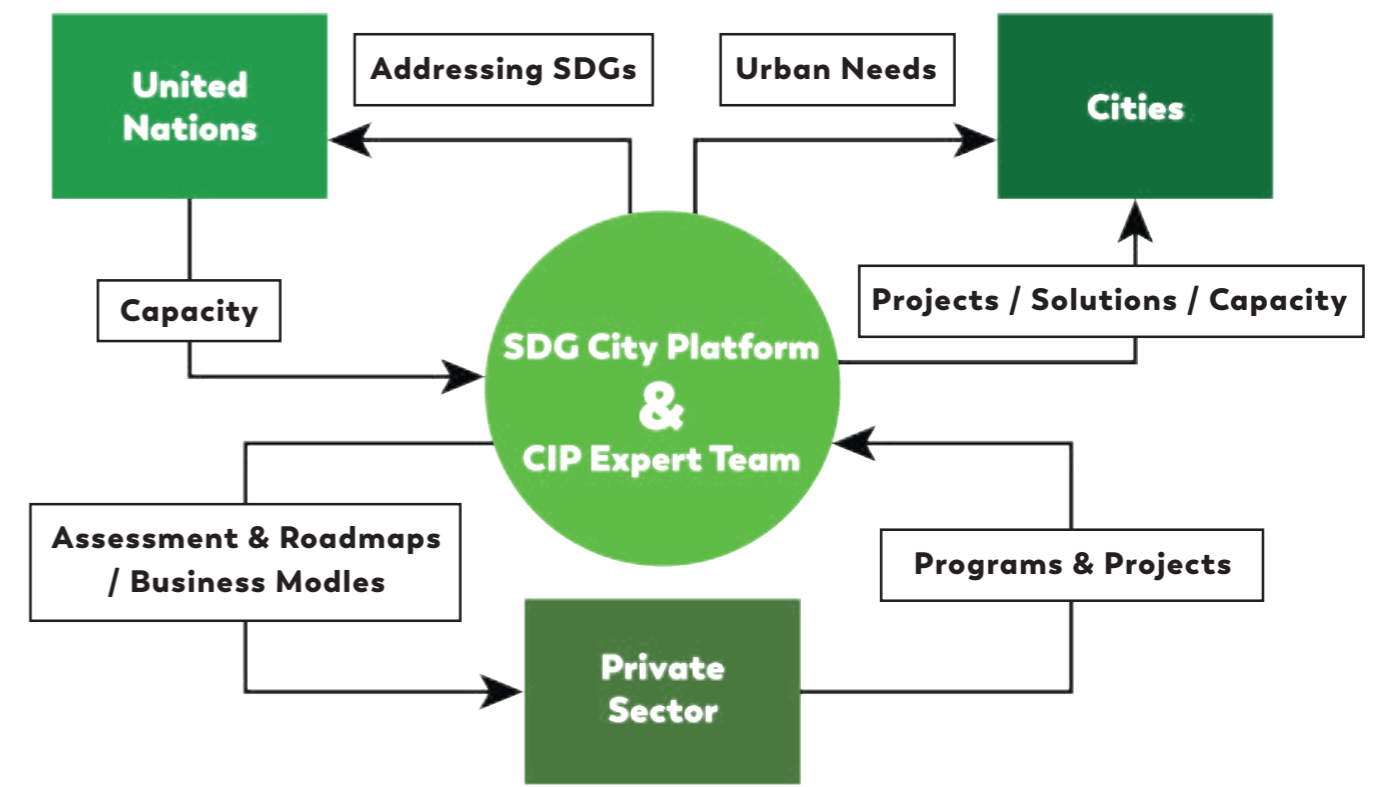
In addition, each CIP will also become a world-class centre for strategic city research around a selected SDG Goal (e.g. No 7 Energy) with a 70% focus in this SDG as well as local City and regional smart city issues - with around 30% being shared global learnings and leveraging from other global CIH locations. This will also stimulate innovation in that area while supporting the host city community to benefit from new smart city opportunities. It is anticipated that each CIH will share its expertise across the SDG Cities network thus enabling global leveraging of both scale and skills.

It will develop R&D and innovation capabilities while leveraging aligned UN agencies and other international programs, assist with pilots and demonstrators to support areas of the City where the research and commercial bases are at world class and the CIH role would catalyse new opportunities for the City.

The CIP should leverage the above relationships and established strengths which in aggregate are much larger than the CIP's own resources.

By also actively engaging city innovation communities and end-users (corporate and consumer), the CIP will help deliver expertise and advice via the SDG Action-Plans, which meet the needs of the City and which will assist to not only achieve the SDG's but also generate economic growth sustainably.

By delivering these objectives the CIH will help develop global excellence and capacity building in supporting SDG driven innovations and will act as a central orchestrator of change in SDG Cities:



SDG City Innovation Platform will be independent entities setup in various SDG Cities and will feature open collaboration between city and private sector organisations and the diagnostic process for cities.

## Each CIP research and expertise capacity must be complementary and aligned with:

1. The Host City / Lighthouse City
2. USC and UNGSII Programs
3. UN SDG goals
4. UN Agencies and other organizations involved



## Morten Wolden

CEO  
Trondheim

While there has been much emphasis on smart cities as a desired outcome, less attention has been paid to the process whereby cities become smarter. By smart we understand cities that deploy technology and leverage data to co-construct societies that are both thriving and regenerative. Reimagining smartness as a process of becoming is important if we want to unravel the factors that determine whether cities not only are perceived as smart but are likely to remain thriving and regenerative across time. We refer to this process of becoming smarter as societal learning, and the prerequisite conditions and dimensions of such a learning process as the hallmarks of a learning society. The platform on which this learning process takes place will be referred to as a platform for open innovation. A learning society will benefit from the use of sensors, machine learning and AI, but at its core it needs to maintain a humane outlook. This involves heeding to the sanctity of individuals, as well as recognizing deliberative democracy as the vehicle by which individuals engage one another to reconfirm images of shared value in a world where value statements are readily contested. Our human origins have, so the research informs us, made us responsive to disparate conditions such as loving, giving, learning, sensing and moving. Societies where these conditions are not met see

thriving undermined, breeding meaninglessness, hopelessness and polarization. Cities have attracted, and continue to attract, large numbers of people. While much can be said about such migration and its consequences, it seems reasonable to assume that this migration suggests that city dwelling is, after all, more attractive to many than the alternatives. People congregate in cities to deal with life challenges that exceed the individual's and even the family unit's capacity to walk the road alone. This congregation has worked, and still seems to work remarkably well, as long as the city affords most people conditions for thriving most of the time. However, the changing face of practical life challenges, such as the urgency of climate change or the depletion of natural resources, tell us that what once worked will not cut it in the future. Setting the stage for societal learning is important to tap into and respond to the needs for change emanating from the periphery of society, before these needs become all consuming. The learning society runs on what can be conceptualized as a platform for open innovation. This platform allows cities to perform at least three types of operations: listening, linking and learning. Listening has to do with the systems and institutionalized practices aimed at finding out which entities are (not) already on their way to solving pressing problems. These can be entities such as public sector organizations, social entrepreneurs, tech start-ups, NGOs etc. Listening is predicated on an ability to listen for something, i.e. a normative tuning in to particular wavelengths (e.g. sustainable development goals). Linking refers to the deliberative (democratic) process whereby shared values and solutions are re-confirmed, supported and amplified through the forging of strategic partnerships, resource allocation,

policy innovation etc. Linking sets the stage for modes of learning that are inherently pragmatic in that they are concerned more with livability and workability than with narrowly defined scientific measures of rigour and relevance. In other words, learning societies make legitimate claims to truth only insofar as working assumptions prove to be useful in practice.

So far we have made a series of more or less inconspicuous claims. Smart cities were conceptualized as the result of a deliberate and deliberative (learning) process geared towards thriving and regeneration. Loving, giving, learning, sensing and moving were introduced as conditions for thriving. Listening, linking and learning were seen as integral to accommodating shifting practical life challenges (imposed by e.g. ecological constraints). Developing cities as platforms for open innovation is useful, but requires long term investments far beyond the investments in enabling technologies. These costs are to a large extent linked to espoused shifts in professional identities, governance models, as well as systemic (cross-sector) innovation. A platform for open innovation assumes professionals that do not work from an a priori assumption of intrinsic practical value. Being able to listen in to what the world calls one to become suggests that professional value is ephemeral. Lifelong learning becomes a false choice, the alternative being irrelevance. This suggests a breakdown of the entrenched divide between student life and work life, and the corresponding conflation of (scientific) knowledge and (professional) competence by the current accreditation system. Public leadership will increasingly confront, thanks to big data

and smart solutions, discrepancies between desired results and real life outcomes that can only be resolved at the systemic level. The call for leaders who perceive themselves as custodians or servants of a resource mobilizing deliberative process disturbs the mainstream leadership theory and practice, as well as the relationship between organizations and their surroundings. The necessity and art of navigating the spaces between organizations and sectors calls for new forms of entrepreneurship as cities become increasingly networked, collaborative and absorbed in global change. The city of Trondheim, Norway, has made important steps towards becoming a platform for open innovation. Over the last decade the city has invested heavily in developing new forms of (serving) leadership, with a particular emphasis on transforming the city into a playground where people are encouraged to voice their ambitions and play with new solutions. The construction of what is now known as University City 3.0 has brought about innovative ways of moving from political objectives to real world solutions, and back. The city of Trondheim and the Norwegian University of Science and Technology (NTNU) have for more than a decade erected a framework for identifying knowledge gaps, governing shared resources, transferring people and designing and carrying out fail safe demonstrations. One such large scale demo is Positive City Exchange, where 32 public and private partners across 7 countries are building entire neighbourhoods that produce more energy than they consume. While the knowledge and solutions generated in such demos are crucial for regeneration, they need a platform for open innovation, compatible with conditions for human thriving, in order to prevail.

# Blockchainification and SDG Cities Leadership Platform

Through the development of blockchain technologies and advances in AI and data analytics, this data will provide deeper insights and enable smarter decisions optimizing sustainable development and increasing the chances of meeting the 17 Sustainable Development Goals by 2030. As is known, the main benefits from blockchain technology are:



## Transparency

Because all participants share the same data which can only be updated through consensus, the shared data are becoming more accurate, consistent and transparent.

## Security

Because data must be approved, encrypted and linked to the previous stored block of data, blockchain as a distributed ledger is more secure than centralized database systems. Moreover, the data is stored across a network of computers instead of on a single server which makes it more resilient against hacker attacks.

## Traceability

because data blocks are linked to the previous blocks, this ends up with an audit trail that shows where the data came from and can help to verify its authenticity and prevent fakes.

## Efficiency and Speed

Because processes can be automated and streamlined by blockchain technology, data and other transactions can be completed faster and more efficiently. Moreover, when everyone authorized for access can dispose of the same data, it becomes easier to trust each other without the need for numerous intermediaries.

## Cost reduction

Because everyone will have permissioned access to a single, immutable version, you don't need so many third parties to make guarantees and have not to review so much documentation to complete a process.

## New business models

because the blockchain protocols themselves are open source code, many additional applications can be coded by other software developers, provided that the incentive is there.

Steinbeis STI jointly with the City of Blockchain support the SDG Cities Leadership Platform and the 25+5 best in reaching all 17 SDGs through blockchain-ification of the SDGs, each with various Key Performance Indicators in order to define and monitor the performance, and saving them in an immutable, transparent, secure, traceable, process efficient and cost-effective blockchain database. All solutions modules are based on the ixo protocol, the blockchain for impact, developed by the ixo Foundation, Zug, Switzerland.

# SOLUTION MODULES

## Module A: Decentralized Marketplace for Impact Data

Developing the mechanisms to share data-sets of SDGs and available indicators through software-mediated governance mechanisms, using the Ocean Protocol and based on the Interplanetary Linked Data (IPLD) specification.

## Module B: Decentralized Identifier (DID)

Some of the indicators are generated from physical and cyber-physical sources such as sensors that have to be uniquely identified. The DID specification is becoming a W3C web standard and enables the creation of high-resolution datasets, tagged with globally unique identifiers that can be cryptographically authenticated. And equitable access to safe and affordable drinking water for all. The indicator 6.1.1 (Proportion of population using safely managed drinking water services) is directly dependent on sensors measuring water quality. According to SDG 7.1, it intends to ensure universal access to affordable, reliable and modern energy services. The indicator 7.1.1 (Proportion of population with access to electricity) is directly dependent on electric meters. To illustrate with few examples: according to SDG 6.1, by 2030 it intends to achieve universal.

## Module C: Interface to SDG Cities Diagnostic & Management System (CDMS)

Different City Rankings with the aim to compare cities in various domains need a comprehensive approach to quantify causal relationships. The SDG CDMS is a dynamic simulation system which studies a series of actions, technologies, measures and policies from various domains at different time periods and implementation rates.

## Module D: Interface to City Innovation Platforms (CIP)

The key single critical role of CIP is to close the „gap“ between the cities and the private sector, in particular innovative enterprises, impact investors as well as smart and sustainable start-up solutions.

## Module E: Interface to USC/ Solved platform

Cities need help in respect of idea creation, project scoping, project implementation and selecting strategic partners to work on the project. Solved is providing a custom platform which is available as an investment marketplace and advisory on-demand services.

## Module F: Impact Tokens

A token represents the digital record of assets within a blockchain ledger. Token records can also hold valuable information about the assets they represent. Impact Tokens can be configured to represent a wide range of valuable underlying asset classes such as de-polluted water, carbon credits, or immunized children, and so on. Each Impact Token is derived from a statistical measure of verified impact data. Impact investors purchase Impact Tokens as evidence for funding the delivery of goods and services.

## Module G: Impact Token Exchange

Impact investments need verified impact data, to prove that value has been delivered, to get evidence for results and to improve how impacts are achieved. More complex results-based financing mechanisms, such as Social and Development Impact Bonds, are now possible.

## Module H: Opinion Markets

Smart Cities are useless without Smart Citizens. In order to integrate them and encourage their permanent participation, several tools such as satisfaction surveys, voting and rating systems can be reliably, immutably, efficiently, transparently but pseudonymously executed through blockchain technology.

Each citizen brings unique insights and if combined properly, makes the crowd a better decision-maker than most individuals. This phenomenon is known as the wisdom of the crowd.

This reliance on mathematical combinations of many people's opinions is already used in specific market surveys, idea generation and collective ratings for various assets. Combined with the Surprisingly Popular Algorithm (SPA) developed at the MIT, Cambridge, the blockchain protocol improves significantly the results incentivising and rewarding the participants with tokens.

## Module I: Smart-up Challenges

It's not enough to know the City's ranking regarding to the SDGs and to understand how to improve it, something must also be done. One suitable instrument is the execution of start-up challenges. The open source code of the used blockchain frameworks facilitates applications put on additional layers.

# Getting started - Choose 3 SDG's to initiate the process

SDG Cities holistic approach – five examples how the SDG expert network can provide value for the 25+5 Cities and Communities:

## OPTION 1

**Greenwood can provide a common SDG steering platform for the 25+5 city leaders.**

This city-tailored simulation capability measures long-term impacts from urban investments and policies and their integrated effects on each city's performance against the SDGs. With this platform city leaders and citizens can:



- Better understand and steer the urban dynamics determining their city's trajectory
- Value investments and other initiatives and make evidence-based prioritizations and
- Decisions
- Communicate a compelling and holistically integrated story to citizens, collaborators, and

- other stakeholders
- Help the 25+5 cities to accelerate SDG progress to 2025
- Access innovative and affordable private financing (enabled by Greenwood's technology)
- For sustainable development investments

### The situation

- Our world is becoming less sustainable on multiple dimensions and in many ways and places.
- Increased development is essential to meet growing social and environmental needs.
- The UN Sustainable Development Goals (SDGs) are the most comprehensive and widely accepted structure for measuring sustainability and mobilizing development efforts globally.

### Complicating factors

- SDGs are often approached as if they were vertical 'silos' isolated from each other.
- Varying local and national situations call for quite different SDG priorities and trade-offs.
- With few means of measuring SDG cross-influences, interdependencies and synergies we are unable to evaluate alternative actions and implementation options.
- With many seemingly independent variables and little reliable anticipation capability, SDG action and progress are too slow to meet sustainability or development needs.

### SDG reality is systemic

- SDGs are clearly coupled in our interconnected social, environmental, economic and governance systems, both globally and locally, either with beneficial synergies or at cross-purposes.
- Education (#4) can reduce inequality (#10) especially if it promotes gender equality (#5).
- Sustainable cities (#11) depend on renewable energy (#7) as well as infrastructure (#9).
- Infrastructure (#9) is a key enabler of job creation and economic growth (#8).
- Without new infrastructure, job creation and economic growth (#8) increase income disparities and damage social mobility and balance (#10), harm the environment (#13, #14, #15), and make our cities less sustainable (#11).
- Every day, growing cities around the world are living the conflicts between SDGs that are described in the concluding item on that list. Systemic conflicts like these are a leading cause of slow progress.

from SDG action, and they are mostly immune to piecemeal action. But for the first time in human history such conflicts can be systemically anticipated and turned into beneficial synergies.

## Integrated measurement and reliable anticipation of ‘whole-system’ SDG impacts

### Technology

Greenwood has pioneered technology for dynamically simulating the systems that underlie and connect the SDGs. They are being successfully simulated in cities (London) and national and supranational economies (the Eurozone). The basic methodology was developed at MIT and is taught in universities around the world; it has been extensively employed and its reliability proven in many different applications and with stringent validation testing.

### Application in cities

In partnership with the Greater London Authority (GLA) and Transport for London (TfL), Greenwood has been simulating the whole of London’s dynamic system of systems –its social, environmental, economic and public fiscal trajectories, both in the past and out to 2050.

These holistic London simulations explicitly measure performance for core SDGs (#8, #9, #10, #11, #13) in systemically integrated fashion, including powerful cross-influences. The London simulator includes dynamic effects from other SDGs, and there are no technical barriers to explicitly simulating all of them. This standard simulator can be rapidly set up and tailored to reflect the unique characteristics of any city as demonstrated in cities of quite different sizes (e.g. London, Boston, Frankfurt, Coburg).

## A force multiplier for measuring trade-offs and leveraging full SDG value

This rigorous capability is a breakthrough in measuring and anticipating the social, environmental and economic and fiscal ‘cost of not’ acting on the SDGs, or of SDG actions that are likely to be systemically ineffective. It reveals ways of harnessing the dynamics of our socioeconomic systems to power change faster and more reliably, producing transformative differences over surprisingly short timeframes.

Many such changes will be self-funding, as demonstrated in dynamic analyses of London and other cities; this will support new large-scale private financing for requisite public investments.

### SDGs in urban systems

The diagram below is a high-level view of the dynamic system operating in every city around the world. It is overlaid with the 17 SDGs, illustrating their locations and influence in the urban system and how they affect each other through systemic relationships.



Sustainability and un-sustainability are systemic phenomena, manifested within common and recurring urban/national/ supranational system structures. Each occurrence of these structures has its own unique mix of system elements and relationship strengths, resulting in an equally unique mix of sustainability issues, priorities and trajectories. Because the underlying systemic dynamics are powerful and naturally self-reinforcing (for better or worse), there is a huge difference between merely plausible and optimal SDG implementations.

There is great potential for increasing the breadth and effectiveness of SDG actions. This can be achieved by anticipating consequences and designing implementation strategies around system-specific priorities. Intuition and knowledge guiding the application of ‘whole-system’ simulation technology, and informed by it, can make a world of difference.

# OPTION 2

**World Health Innovation Summit (WHIS) aims to relieve the pressures on health services by giving our communities the tools to take care of their own physical and mental well-being... from childhood through to old age.**

Ultimately we hope to change the way people think about their health, physically and emotionally. Giving them the ownership and the tools to make a difference.

**Inspire and inform people in their communities to implement change to improve their health and wellbeing**

WHIS is a platform that brings patients, clinicians, managers, voluntary sector, education and the business community together to create value while supporting our health and social care services.



**WHIS Nottingham 2018 over 5,000 people attended**

Nottingham 2018 – supporting people’s health and wellbeing while generating economic value within the City.



Based in the heart of Cumbria [UK] WHIS identified that people in the community would be better supported if they had more access to holistic solutions in their locality. Taking a person centred health approach (prevention), WHIS recognised that there are four key cornerstones all of which needed to be supported at the same time by the same people: Economy, Education, Environment and Ecosystems.

Together, with the support from an ever-evolving extraordinary international team, WHIS has now become a global platform, connecting thousands of innovators and social entrepreneurs across the world who have the same ethical values and the passion to create a better world now, and for future generations. WHIS is also supported by activists, advocates and thought leaders across the globe.

**The cost of dementia globally is at \$1 trillion dollars and will double to \$2 trillion by 2030.**

**Some statistics as to WHY we need a new platform to support people’s health and wellbeing:**

- 18 million healthcare staff shortage worldwide by 2030 (BMJ) \$8.7 Trillion Global Healthcare Costs (Deloitte 2018)
- Cancer, diabetes, mental illness, heart disease, and respiratory diseases (Non Communicable Diseases - NCDs) will cost \$47 Trillion in the next 20 years - Ref: World Economic Forum Report, The Global Economic Burden of NCDs
- The global population will jump from 7.6 billion to 9.7 billion by 2050, according to the United Nations
- Number of people over the age of 60 should reach roughly 2 billion. The world is currently ill-equipped to respond to these trends, and the global health system will have to undergo a major transformation in order to provide an environment in which people live healthier and longer lives without Cancer, Mental Health, Obesity, Diabetes, Heart Disease, Alzheimer’s (Non Communicable Diseases) etc.

More than one in two adults and nearly one in six children are overweight or obese in OECD countries - Ref: Obesity Update OECD







Ref: Prince, M et al (2015). World Alzheimer's Report 2015, The Global Impact of Dementia: An analysis of prevalence, incidence, cost and trends. Alzheimer's Disease International

Mental ill health is the largest single cause of disability in the UK, contributing almost 23% of the overall burden of disease compared to about 16% each for cancer and cardiovascular disease. The economic and social costs of mental health problems in England are estimated at around

£105 billion each year - it's estimated that the economic costs of a suicide are £1.7 million. Ref: Knapp, Martin and McDaid, David and Parsonage, Michael (2011) Mental health promotion and mental illness prevention: the economic case. 15972. Department of Health, London, UK.

- **WHISKids** – supports children's physical and mental health from pre-natal to 18 years with innovative person centred programs.
- **WHISatwork** – opportunities to improve people's health and wellbeing in the workplace - addressing sick leave - healthy staff = healthy workplace.
- **WHISseniors** – opportunities to improve elderly people's physical and emotional health in the community (We are developing programmes to bring kids and elders together to support each other's wellbeing)
- **WHISTech** – providing opportunities to developing innovative technology to enable positive change for people's health and wellbeing (Wearables, Predictive Medicine, New Therapies, Robotics etc)
- **WHISGreen** – opportunities to implement Energy, Waste and Water solutions to support people health and wellbeing. (No water = No Health, Environment - Air Quality etc) WHIS Community wellbeing programmes - cancer, pregnancy etc all create new opportunities and generate value through collaboration.

Each of the above have direct cost benefits and indirect cost benefits for applying these relatively low cost interventions that generate a high value return for a City.

The WHIS model supports a wellbeing approach to help people change their attitude towards health and wellbeing (Education) - looking for wellness factors (supporting people's lifestyle) that support the reduction in the prevalence of mental health, obesity etc. These costs are expected to rise to over \$47 trillion in the next 20 years (World Economic Forum report).

The WHIS model provides opportunities to address these challenges while creating new jobs with direct and indirect benefits for local communities. We've seen emotional wellbeing and resilience in young people, decreased isolation and improved motivation amongst healthcare, social care and community based professionals -

- **67% said "I have improved my professional network."**
- **63% said "I have better access to new and innovative ideas through WHIS"**

### **Cautious calculation = £1 : £36 (SROI Lynchpin Report 2018)**

- INVEST £100 = SOCIAL RETURN £3,600
- INVEST £1000 = SOCIAL RETURN £36,000
- INVEST £10,000 = SOCIAL RETURN £360,000
- INVEST £100,000 = SOCIAL RETURN £3,600,000
- INVEST £1,000,000 = SOCIAL RETURN £36,000,000

**"I have enjoyed every session because I learnt how to treat myself better. I also enjoyed getting to know the boys more in my class. I can practice calming myself down when I'm emotional. Thank you WHISKids."**

Each City will become a hub for health and social care innovation that will attract opportunities to develop new businesses, research grants and support their local health services with recruitment and retention of existing staff.

### **Does your City want to become part of the solution?**

- Change the way people think about their health and wellbeing?
- Co-design and co-implement our WHIS programmes?
- Support local recruitment & staff health and wellbeing – increase retention?
- Become a hub for health and social care innovation worldwide?
- Create social capital and intellectual capital?
- Create new and innovative industries?

# OPTION 3

## Ensuring nobody will be left behind in regards to learning about the SDGs

Funzi is an innovative, award-winning mobile learning service from Finland. Funzi was founded in 2014 to harness mobile technologies to give everyone, everywhere access to quality learning.

Funzi operates on a global scale and delivers learning to users of all connected devices - available directly in the browser at [www.funzi.mobi](http://www.funzi.mobi), with no downloads required. The mobile learning service is designed on a strong scientific foundation, human-centered design principles, and latest technologies. Funzi has a proven track record of working towards SDG 4 for

inclusive and equitable lifelong learning opportunities for all: Funzi has had nearly 6 million all-time learners, and continuous positive feedback from learners globally has reinforced the ability of Funzi to support them in developing new skills and proactive mindsets. Funzi is an expert in the delivery of learning. It builds mobile learning courses from the existing base learning content of its partners. These materials are transformed into a user-friendly and engaging mobile service with a fast and proven process and mobile pedagogy - known as "funzification". Course creation and delivery typically take less than a month, with no technology development needed to give even millions of users access to quality learning. Working with local expert partners enables the adaptation of the content to local contexts and needs.

### 4 QUALITY EDUCATION



With no cost to the learners, Funzi delivers the best learning experience on mobile. Additionally, Funzi's business model enables the cost-effective scale-up of training, capacity-building, and outreach projects for its partners and clients, which include organizations such as the UN System, NGOs, public sector organizations, and private corporations. Examples of Funzi projects include project management training for UNDP Syria's local partner organizations, women's entrepreneurship training in Uganda with International Trade Centre, a micro MBA program for migrants on integrating into working life in Finland, and raising awareness on sustainable decision making with UN Association of Finland.

Mobile learning has the ability to bridge the gender gap, with 50-50 gender ratios regularly reached with Funzi courses. In Iraq for example, the Funzi Entrepreneurship Program was made available for free to everyone with a connected mobile device. This program resulted in ~3 500 000 individuals in Iraq becoming aware of the Funzi Founder 101 course, of which ~350 000 visited the Funzi service, and ~40 000 became active Funzi learners - 50 % female and 50 % male.

Funzi supports the lifelong learning journeys of individuals, communities, and societies. Funzi's theory of change supposes that access to quality learning acts as the necessary toolkit for all individuals to build the life they want. This includes a meaningful livelihood, healthy lifestyle, as well as inclusive, peaceful, and sustainable communities. Social cohesion increases once individuals can take care of their immediate needs economically, thus providing them with more capacity to also engage as active and well-rounded community members and citizens.

## The solution that Funzi offers for 25+5 include the following:

Utilizing the technology most widely dispersed globally – mobile phones – online courses on sustainable decision making will be tailored for different target audiences in their own languages:

1. 25+5 staff
2. Civil servants & decision makers
3. Citizens

Through the mobile learning service Funzi, these courses will be available for studying directly in the web browser, on-the-go, at [www.funzi.mobi](http://www.funzi.mobi). This means that target audiences can study on any Internet-connected device, from low-end mobile phones to latest smartphones to tablets to laptops– no downloads required.

The learning outcomes of these courses will be a) introducing the learner to the Sustainable Development Goals on the global level, and b) giving local examples of sustainability and encouraging the learner to take local action – whether they are a citizen making more conscious and sustainable choices or urging their decision makers to do so, or a decision maker responsible for planning or execution of sustainable development in their living environment.



For the participants of the SDG MBA Masterclasses, the completion of a tailored mobile course will be a prerequisite for participation to ensure dedication to the program and a certain base knowledge level.

Based on the “Sustainable decision making” course by UN Association of Finland and UNDP for the Finnish context, Funzi has developed a “course template” that allows localization of the course to all three target audiences in each city.

The mobile courses on sustainable decision making are just the first step in building lifelong learning opportunities for the citizens of these cities: The inclusion of digital learning at the core of the program enables a flexible way for all citizens to build new skills and mindset amidst their lives and careers. In the midst of the changing 21st century world, education and building of new skills and mindsets is increasingly happening outside of the traditional education system: as bite-size learning, on-the-go, on devices that we already use for other daily tasks. Transferring the learning of new theoretical knowledge into online learning allows for on-site learning to focus on practical tasks and social collaboration – supporting the growth of communities around “learning hubs”.



# OPTION 4

## Empowering all citizens saving money to invest in the education of their (grand) children and increasing their pension: the SDG Purchasing Debit Card

Based on the good experience of the Community Link Foundation (CLF) UNGSII provides together with its partners from the finance sector a smart savings concept to use debit, and rewards/ loyalty cards for public good. The 25+5 SDG Cities and their local shops are ideal partners to support each other: increasing the customer base by more than 5% the participating shops are able to share these advantages with their loyal clients. At the same time each City is able to use their purchasing power in support of one of the SDGs in biggest need like SDG 3 Health or SDG Education.



### This helps to fund:

- Higher education through SDG Debit Card education savings,
- Participating nonprofit organizations.
- Improving the individual health/pension services of all participants

### The Process

In the US the Community Link Foundation Ferdinand Purchasing Card has experienced different formats redirecting money from two sources:

- 1-4% from individual consumer purchasing made by debit, credit, and rewards/loyalty cards, plus an optional match by the consumer, all of which is tax deductible if contributed to non-taxable institutions.
- 1-4% from business purchasing using debit, credit, rewards/loyalty cards, plus an optional match.

### How it Works

When an individual or business uses a debit, credit, or rewards/loyalty card, the bank involved, and in many cases the merchant and manufacturer, contribute 1-4% reward of the purchase to a social good chosen by the individual or business. Individual consumers can also match these gifts with an additional voluntary tax deductible contribution.

- Interchange 1%
- Retailer 1%
- 6% tax deductible Manufacturer 1% Optional match 1-4% Customer controlled 1-4%

### An Illustration how the SDG Debit Card will work

A family in one of the 25+5 SDG Cities signs up for the SDG Debit Card and goes online to decide how to allocate their rewards. From every purchase in one of the SDG shops they buy their goods now they can decide to give from the 4% savings:

1% will go into a SDG4 Education Fund for their (grand)child, • 1% will go to their (grand)child's charter school or another child the family wants to support, 1% will go to to support their own pension or health program (own choice) .

At the same time the City will receive at least 1% from the purchasing value to finance the improvement of the education system in the city.

Example: With an average purchasing budget of 100€ per week Citizen 1 from the City of Espoo (total 280.000 Citizens) is buying Food, Drinks, Energy, Private and Public Transport etc. From each of these shoppings in Espoo per week paid via the Ferdinand Education Purchasing Card 1€ will be saved for the education of the own child, 1€ will be saved to support the school or another educational institution in the city, 1€ will be saved for the personal pension, health or other program AND 1€ will have saved for the Cities Education Program. Each of these savings add up to 4€ per month or 50€ per year. In a City like Espoo with around 200.000 adults this adds up to 800.000€ savings per month or 10 Mio€ per year. In a city with 2 mio adults this increase the Education Program Budget by 100 Mio€ per year. At the same time the City can participate in the program using their purchasing power of every years budget.



## Six Leading Outcomes

1. Capitalizing on online banking and creating a SDG philanthropy and customer loyalty program for banks, merchants, and manufacturers, making it possible for effortless tax deductible giving.
2. Sustained, unrestricted private donations to support education, moving charitable giving from the “last dollar” of a budget, to the “first dollar”.
3. Reform of the debit and rewards/loyalty card industry.
4. Create the next generations of givers.
5. Provides the opportunity for national, state and local governments to create incentives for individuals to save for higher education.
6. Provides the funds to develop a highly educated, competitive workforce.

## OPTION 5

### Meeting the Water Needs of Fast Growing Economies through Private Capital

Providing safe water to booming urban and peri-urban populations is an ever-growing challenge for governments and water utilities in emerging economies. Conventional solutions and financing struggle to deploy infrastructure fast enough to keep up with the pace of growth. iW+ helps water utilities in emerging markets address this challenge with technology and financing solutions that expand affordable, quality water services to fast-growing urban areas: securing private capital for new projects, expanding coverage to fast-growing areas, reducing non-revenue water, and increasing operations efficiency.

combines lease financing from commercial investors with technology solutions that secure subscriber payments while expanding services to underserved regions. These modular solutions work together with and complement existing piped networks and can be deployed quickly at small and at large scale. This enables operators to unlock non-conventional sources of financing to rapidly deploy solutions that help them reach their broader mandate: provide universal access to safe water and achieve SDG 6 in their service areas.

### Modular Solutions for Rapid Deployment to Expand Service Coverage

iW+ partners offer three technology solutions that expand affordable, quality water services to fast-growing urban areas through technology-enabled pay-as-you-go (PAYGO) systems:



Each solution expands operator service coverage through proven, innovative technologies for safe water delivery close to where subscribers consume it. At the same time, each solution secures subscriber payments through mobile technology, tracks consumption, and reliably manages prepaid subscriber revenue.

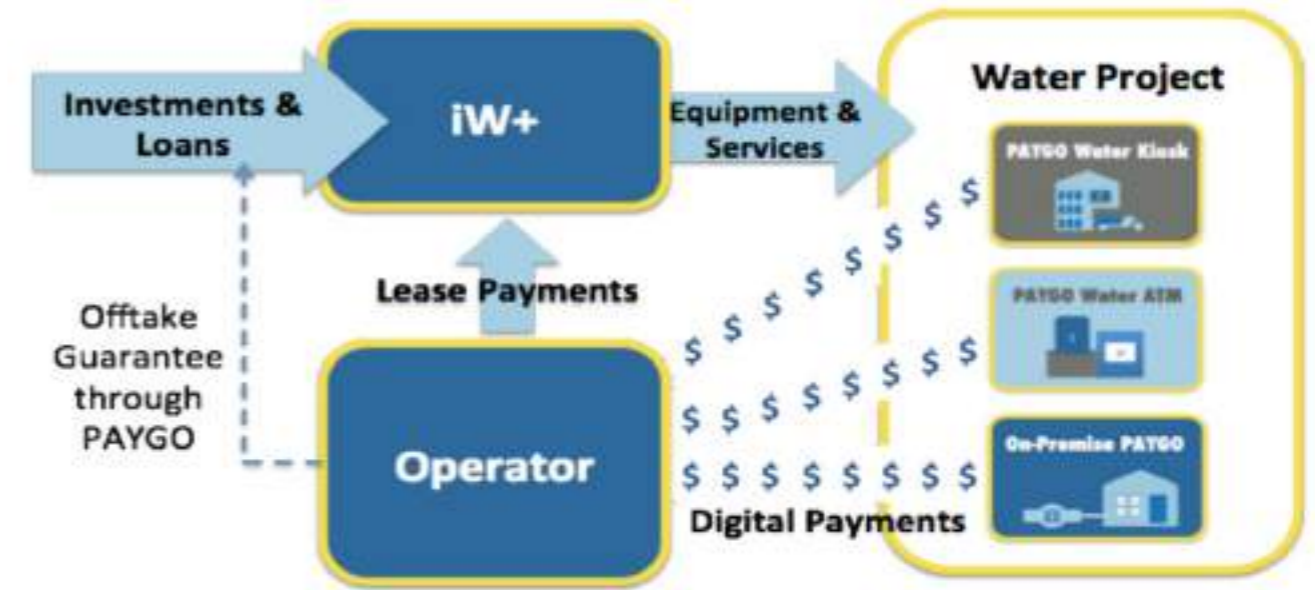
This approach expands coverage while reliably capturing new subscriber revenue streams. Read more about each solution in Annexes A-C.



## Unlocking New Sources of Financing through PAYGO Technology Solutions

iW+ also unlocks non-conventional sources of financing by creating a direct link between subscriber payments and repayment of financing. This is done through equipment operating leases where subscriber pay-as-you-go (PAYGO) revenue streams secure lease payments and lower offtake risks for commercial investors.

For example, on-premise PAYGO smartmeters, water ATMs, and water kiosk equipment are leased to operators by iW+. Digital payments for water from each of the PAYGO devices backstop lease payments on the equipment as offtake guarantees secured by equipment and PAYGO payment streams, providing greater assurance for investors financing the water projects.



iW+ provides an integrated ICT platform providing real-time access to manage all PAYGO systems (PAYGO Water Kiosks, ATM, and On-Premise PAYGO Water). The platform's real-time data provide timely transparency into operations and financials that further increases operator efficiency and investor confidence. For operators, the alignment of ongoing payments with revenues reduces the need for upfront fundraising for CAPEX.

Transparency and measurement through ICT digitization support key initiatives such as the UN SDG Cities program and its Diagnostic and Management System which seeks to establish management tools to track KPIs and transparent measurable actions and accelerate progress towards SDGs by 2025. The ICT platform provides data and analyses that can be compared across cities' digital management systems and shared with stakeholders. Inter-city benchmarking is possible and encouraged through shared data formats.

The PAYGO platform also supports blockchain tokenization of water financing, making funding of water transparent and traceable down to the individual subscriber, in real time. This could open new channels of direct funding through Impact Utility Tokens similar to Carbon Credits.

The end result is more financing available to support proven, innovative solutions to increase subscriber revenues and expand service coverage. This means that projects can start earlier and scale up faster than conventional water infrastructure projects. The ultimate impact is new capacity to expand access to safe water to more and more subscribers.

## Case Example: NAIROBI

Nairobi City Water and Sewerage Company Limited (Nairobi Water), the authority responsible for water and sanitation for Nairobi seeks to address a number of challenges: a) enhancing water sources capacity, b) increasing sustainable transmission and distribution of quality water, c) increasing the customer base in a fast-growing market, and d) improving automation and integration of business processes.

iW+ proposes a solution integrating on-premise PAYGO, PAYGO Water ATMs and PAYGO Water Kiosks. In existing coverage areas, on-premise PAYGO smartmeters service new connections as well as subscribers disconnected because of high arrears and existing meters needing replacement. Outside of the existing network service area, PAYGO Water Kiosks can be quickly established to provide quality water from local sources to fast-growing populations; the water kiosks also service PAYGO Water ATMs and on-premise PAYGO smart meters to grow the subscriber base while reliably capturing revenues through digital payments.



The project will help Nairobi Water achieve several key goals: a) enhance water source capacity through sustainable, local sources of quality water; b) increase revenues by growing the customer base, esp. fast-growing areas outside of the current coverage area, c) reduce accounts receivables through PAYGO systems. Overall, the iW+ solution helps Nairobi Water with one of their key objectives: providing equitable distribution of quality water by reaching underserved populations. iW+ offers the purchase of the equipment and the associated software and services under a long-term leasing contract, giving Nairobi Water a significant reduction of its CAPEX and ongoing OPEX.

## Case Example: TUNIS

The national water operator (SONEDE) wants to address the following challenges : a) reduce unnecessary water production and distribution expenses; b) adopt strict billing and payment collection policies; c) improve customer management; d) reduce non-revenue water; e) improve service quality.

iW+ proposes an innovative on-premise PAYGO water solution with a first phase of 25,000 connections in the Grand Tunis area. SONEDE will target new connections, subscribers disconnected because of high arrears and existing meters needing replacement (blocked or very old meters).

The project will help: a) subscribers pay for water by easy digital means (web, Mobile app); b) new and disconnected subscribers use PAYGO to get water and to repay their existing debt over time; c) subscribers monitor their water consumption and get informed of leaks or abnormal consumption d) SONEDE eliminate collection arrears thanks to automatic control of water access; e) SONEDE detect leaks, water thefts, fraud, blocked meters; f) SONEDE reduce unnecessary operating costs related to meter readings, bill printing/distribution, and cash collection; g) public institutions program water shut-off dates during weekend and holidays.

iW+ offers the purchase of the equipment and the associated software and services under a long-term leasing contract, thus giving SONEDE a significant reduction of its CAPEX and payment of OPEX over the lifetime of the project.





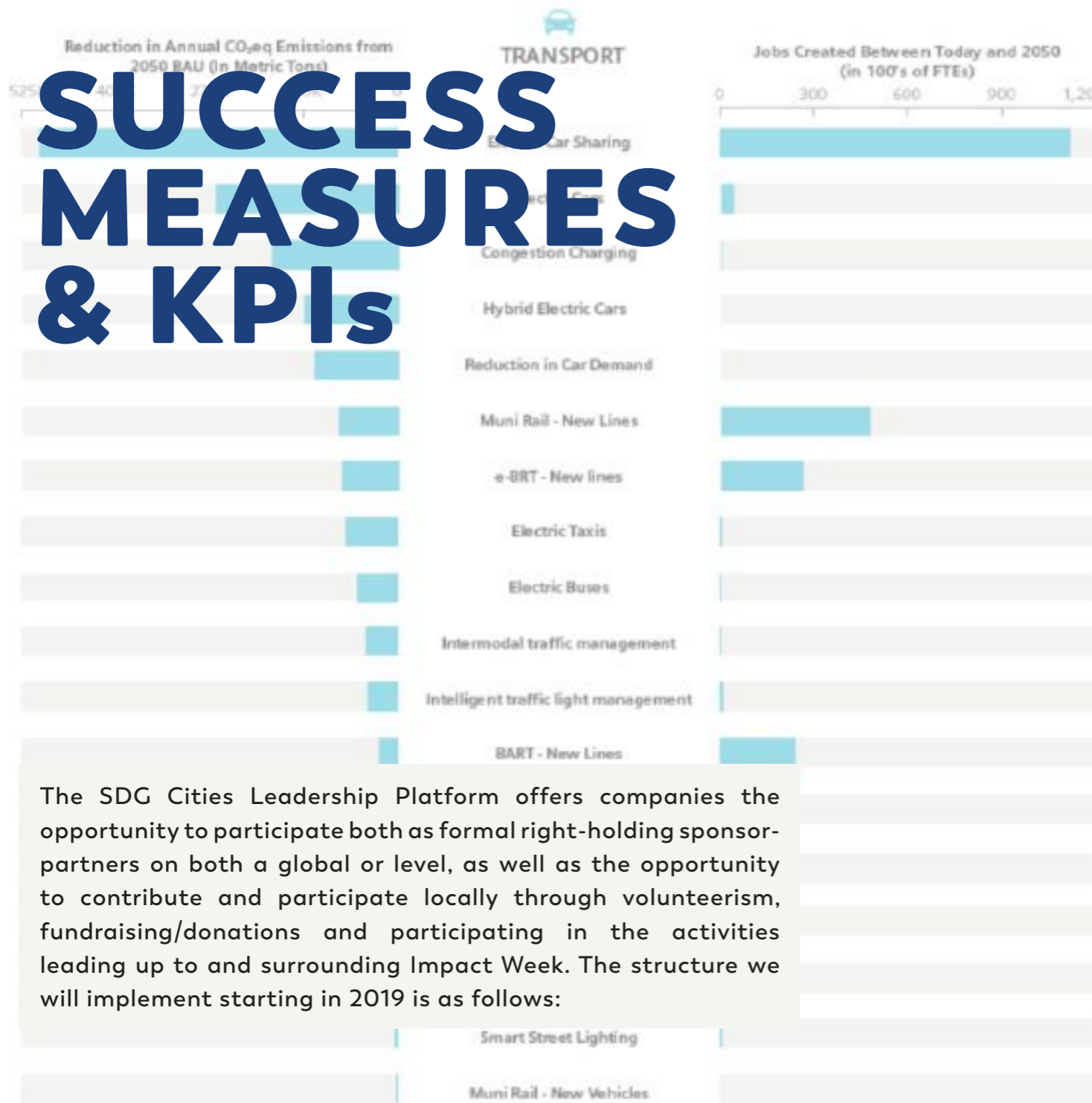
# 04

Constant interaction between UN executives and the next generation is one of the reasons why the SDGs are creating great interest among people on all continents

# ADJUST

1. SUCCESS MEASURES & KPIS
2. MARKETING & COMMUNICATIONS PLATFORM
3. PARTNERS
4. MORE THAN JUST A VISION





The SDG Cities Leadership Platform offers companies the opportunity to participate both as formal right-holding sponsor-partners on both a global or level, as well as the opportunity to contribute and participate locally through volunteerism, fundraising/donations and participating in the activities leading up to and surrounding Impact Week. The structure we will implement starting in 2019 is as follows:

**A range of success measures should apply to the various CIP's across 4 categories:**

- City Diagnostic assessments carried out
- Action-Plans delivered
- Project creation & Implementations
- Improvement in Cities SDG Goals as measured by the CDMS targets (see below)

As a not-for-profit entity the SDG Cities group should also allow for KPI measurement relating to other “public good” type benefits.



**The outputs may be of the types shown below:**

- Expenditure against plan
- Capacity utilisation of facilities
- Number of employees, secondees and visiting staff
- Volume and nature of other collaborations (eg with Universities, international)
- Overall customer satisfaction levels
- Number and proportion of companies as users of CIH (supported demonstrators and projects)
- Improvements in skills levels in the City
- IP created registered and licensed
- Finance raised by CIH for projects
- Clear GDP impacts e.g. on UK supply chains or level of R&D investment
- Inward investment impacts

# MARKETING & COMMUNICATIONS PLATFORM

## Mass Awareness, Engagement & Community Mobilization

The 25+5 SDG Cities Leadership Platform is designed as multi-faceted, multi-stakeholder, global initiative with an ambitious objective; to prove that full SDG implementation within 7 years is not only possible but that it can be achieved in a systematic way and that the benefits of doing so are quantifiable, transparent and indisputable. Together we are developing the “roadmap” for all other cities to follow so that the world has a viable chance of being SDG compliant by 2030. In order to achieve our objectives, we must engage everyone in the process and that requires a communication platform capable of sharing the stories, information and opportunities in a big way.

Friendly Competitions and Events like the annual SDG Impact Week, the sport activities connecting the youth with the senior citizens and the “Annual Davos type Conference” will be the backbone of the SDG City Platform’s marketing & communication strategy. Because Events have the ability to engaging with citizens on the local level and provide the foundation for storytelling attractive to global media, these annual event programs will immediately provide us with several valuable benefits that include; direct community engagement, corporate activation, creation of a global media network, rich storytelling content, and increased fundraising capabilities to support vital programs and projects central to achieving our mission.

As the SDG City Platform is designed as a high-profile showcase for storytelling experts from all parts of media will be included and attracted: TV, Radio, Print as well as every version of online platforms. The UNGSII team will work hand in hand with the Cities Media outreach departments, not only those from the City hall, but as well those from the companies, hospitals, churches, schools etc.

Connecting with people in ways that are attractive, fun, inclusive and engaging is vital. In direct contrast to the majority of media coverage these days, our messages are positive and inspirational and are based on real people and programs who are delivering real results in their local communities. By connecting the world through these stories, ideas and results in this way, we being to tear down the negative barriers that divide us and start building a global force for good.

**April 19/20 Mayors and Experts from all continents gathered in Heidelberg to work on the holistic design for the 25+5 SDG Leadership platform.**



# OBJECTIVES

## The objectives of the global events program are:

- Complete and total mobilization of the entire city ecosystem around the SDG-City agenda
- Provide a structured platform for storytelling that people can relate to and be motivated by
- Create an annual showcase of what is actually happening – generate interest
- Create & distribute compelling content to sustain a global media network
- Assemble a global network of sponsor/partner companies that support our ambition
- Provide fun ways for citizens to actively participate in and support the movement
- Create additional revenue sources for funding SDG-City-specific programs

## Approach & Activities

Our approach to total community mobilization is based on best practices integrated from a variety of sources ranging from international sports competitions (eg. Olympics, World Cup), entertainment (eg. concerts, award shows), conferences and knowledge sharing (eg. WEF, Ted Talks) and mass participation (eg. art, music, science, sport competitions, peer-to-peer fundraising & social media). Consistency over time is the key to establishing deep roots within each community and achieving maximum awareness and active participation.



# Event Schedule, Overview & Purpose

## January:

SDG Lab @ the WEF, Davos Switzerland – Taking advantage of the world’s largest agenda setting platform, we distribute the prior year’s results and preview the SDG City Platform’s specific plans and objectives for the upcoming year to the world’s media, while recruiting and expanding the Platform’s influence and reach.

## May:

SDG Cities Annual Meeting – Strategic planning session for participating Mayors and their key staff, corporate partners, strategic service providers, invited guests and keynote speakers. Its purpose is to evaluate the overall program’s successes, share best practices, create alliances and actively engage leaders in the platforms on-going development.

## Jun – Aug:

City Impact Week – Similar to an old-fashioned “open house”, each of the 25 participating cities will host a full week of events, competitions and activities designed to showcase the many SDG programs and partners that are helping transform each city into an SDG city. Impact Week will be the most visible annual mobilization of the community with “made for TV” exhibitions, festivals, concerts, sports and other opportunities for people to participate in. Impact Week will directly increase general awareness of the specific programs, benefits and overall progress toward the 2025 target, will raise additional program funding, volunteerism and other forms of direct citizen engagement (see further Impact Week details below).

## September:

Impact Games World Championship & Global Goals Concert – Many of Impact Week’s activities are friendly competitions that qualify people and programs for participation in an annual global showcase and celebration of SDG best practices. This “World Championship” will concentrate media attention on the most amazing stories, progress, people, companies and programs that are making a real difference in their communities. The week will conclude with the Global Goals Concert performed by the biggest stars, with the most inspirational stories and examples woven into the live globally televised broadcast, providing further hope and inspiration for billions.



## December:

Global Goals Conference & Award Show – We will conclude each year by looking back at what we have achieved at the annual Global Goals Conference. All participating stakeholders will discuss past successes and opportunities for improvement going and establish the agenda and specific objectives for the following year. The Global Goals Award Show will be produced for live television and global distribution and will feature the most inspiring results and progress, people, leaders and innovations that are literally reshape our world for a better, sustainable future.

**In small breakout sessions, the smart finance experts worked with the former President of Nasdaq, Alfred Berkeley III, to start to develop the concepts for direct SDG investments, the SDG purchasing cards, the SDG angel funds, SDG crowd-finance and more. It does not make sense if a city government’s departments replace diesel with zero-emission buses and stop using coal for heating, but then Mayors fail to challenge their finance departments to move their asset management power into SDG impact investing.**

# IMPACT WEEK:

## Monday:

Interviews & Media Promotion

## Tuesday – Friday:

Exposition at City Convention Center – Everyone involved in the local SDG movement will exhibit their work to the general public (free admission) at the city’s convention center. In addition to the stakeholder exhibition itself, each day will also feature:

- Keynote speakers
- Celebrity appearances
- Live Radio coverage, talk shows & entertainment
- Youth Art, Science & Music competitions organized through local schools
- Participant check-in and organization center for all events & activities happening on Saturday.

## Saturday:

Impact Games & Concert – Community mobilization around the SDGs becomes literal on Saturday when our week concludes with a list of great mass-participation options for people of all ages and physical abilities, including:

- Cycling
- Running
- Local Finals of the Global Goals World Cup (football/soccer) 3 v 3 Basketball

## Note:

Additional sports may be added as per City wishes in the future, but these 4 disciplines will represent the initial global offering.

## Concert:

Every local Impact Week will conclude with a Celebration Concert Saturday evening featuring popular local and regional artists. The show will also act as an awards ceremony, recognizing the outstanding performances and winners of the week’s competitions and activities.



# GLOBAL IMPACT WEEK:

To give added meaning to each local impact week, each of the competitions being offered will actually be a series of qualifier events for top performers from each Host City to win an all-expense- paid trip to participate in the Impact Games World Championships in September, representing their city, their country and their specific SDG contributions and passions with equally impressive people from around the globe.

## Key principles of Impact Week participation that make it a compelling and powerful tool to help us achieve our objectives:

- In order to be eligible, participants need to demonstrate that they are actively involved in the SDG movement in their local communities as a volunteer, donor, advocate, student, etc.
- Sports competitions are open to both teams as well as individuals.
- School aged children (18 years and younger) participate in offered competitions free of charge.
- Adults competition participants pay a per person/per team participation fee.
- All participants are encouraged to use the peer-to-peer fundraising tools provided to raise money for one or more local SDG program(s) of their choosing.
- We celebrate all contributions, including fundraising, where participation is the victory and that all persons (and organizations) are respected and recognized for their contributions.



# GLOBAL IMPACT WEEK:

The overall success of the Events program will be measured much in the same way that traditional global sports & entertainment properties are measured and evaluated;

- Total media reach
- Total number of participants & people reached
- Total number of stories generated
- Total viewership of live & on-demand content
- Volume of corporate engagement
- Revenues generated from all sources
- Growth over time
- Stakeholder satisfaction
- Positive SDG-specific results generated
- Achieving the program's overall goals and objectives

Each aspect of this operation will be analyzed in detail for program quality, effectiveness and opportunities for future improvement and growth using a sophisticated, award-winning event management system developed over the last 20 years by members of the City Platform Executive team who've been formerly responsible for delivering some of the world's highest profile, most recognizable international sports competitions.



# Marketing, Media & Revenue Generation

The beauty of the SDG Cities Leadership Platform is that it is perfectly suited for both local and global activation simultaneously, giving people a new way of feeling connected to the old saying “think globally, act locally”.

By uniting the initial 25 founding cities together under a global initiative with centralized rules, objectives and organizational structures, we create a highly effective structure for quickly implementing new SDG-solving technologies and programs, helping existing effective solutions quickly achieve expansion and global scale, all backed by an eager media network thirsty for the content that we are generating. Most importantly, we create the perfect economic conditions for attracting investment capital, donors, marketing partners and program generated revenues to fund both local and global initiatives and programs.

Each specific “vertical” event activity described in section 1, will be supported by “horizontal” functionalities managed centrally that sit across each and all of the event activities. Specifically, cities will benefit from centrally coordinated marketing, communication, PR, brand, corporate partnership, media partnerships, supplier partnerships and more to ensure consistency, effectiveness, transparency and results.

Since all activities are designed to either generate or support the generation of SDG-program funding revenues, we are building a new type of communication platform that is highly efficient and that thrives on multiple layers of positivity and stakeholder ROI.



Every quarter the citizens of each 25+5 have the chance to give feedback – within the city and beyond: once per year during the SDG Lab in Davos – this includes the next generation, as they are the ones who will live in the SDGs – or not.

## Participating Cities:

Some studies have estimated that Cities successfully implementing the SDG’s will benefit by as much as a 40% off their current annual operating budgets. Participating cities will aggressively promote their participation in this program, providing the Platform with access to all of its local media outlets, corporate CEO’s and community outreach channels and forums.

## Media:

Today’s global media landscape is more fragmented and challenging than ever. With the explosion of information sources and options, the need to fill these channels with content has resulted in the deterioration and of content quality. Quality content will always be in high demand and the SDG Cities Platform provides that in copious quantities. We will benefit from support from local news outlets in each city that are keen to cover their own city’s transformation, while our content that is produced for live distribution will enjoy national media partnerships both with traditional and digital distribution partners. Local media partnerships will be managed through each City’s Local Organizing Committee, while National and Global relationships will be managed centrally by the SDG Cities Platform.

## Corporations:

Companies large and small are under tremendous pressure to demonstrate their commitment to their local communities and to the world at large. The problem is that this is difficult to achieve in practice. Corporate sustainability reports are not legally binding and often received with skepticism since there isn't any transparent universally accepted way of validating what appears in these reports. Company reputations are more vulnerable than ever thanks to a global news cycle with almost instantaneous distribution thanks to social media.

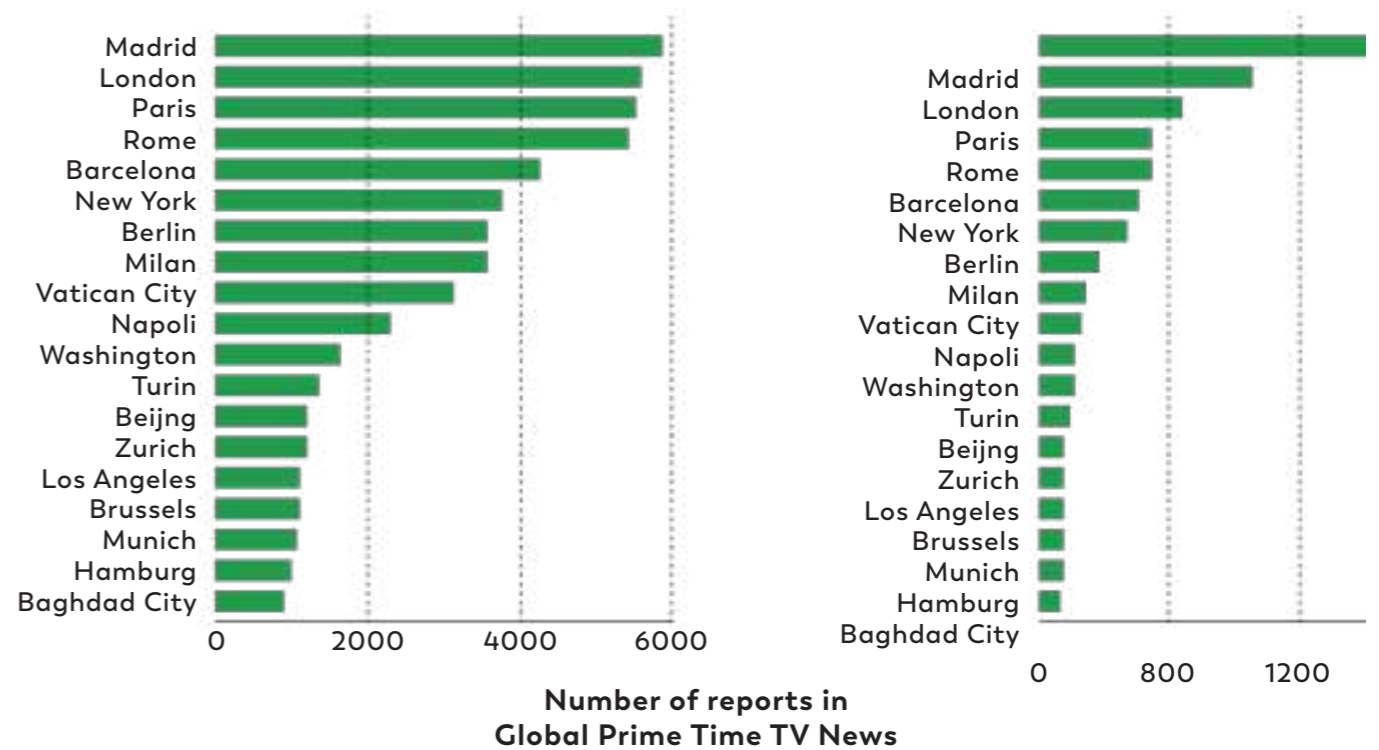
The SDG Cities Leadership Platform provides an opportunity for companies to directly engage in the SDG transformation process in their local communities, and if appropriate based, on a worldwide basis as well. The SDG City Platform allows companies of all sizes to be "part of the solution". (see below for further specific information on partnership program structure). Revenues, product and knowledge contributions generated from corporate partnership directly support Platform programs and allow companies to be part of the solution in a highly visible way, backed by transparent, academic validation of program successes and overall progress.

The local, regional, national and global media outreach will be measured by Media Tenor International, the global expert partner for Allianz Insurance running their Reputation Protect product insuring companies against media damage: adapting the same concept for the 25+5 the program starts with a Status quo Analysis, how the City and Country have been framed in the global Media since 2012 till 2018. The research is based on human analysts, who watch the global TV Prime Time news day by day, who read every report published in daily, weekly

opinion leading papers, who follow the news in the global influential Radio Stations and analyze how most influencing online media platforms cover the City, its stakeholders and the nation. The Status quo Analysis is designed by the Agenda Setting Theory: only those institutions, nations, cities have the chance to be recognized by potential tourists, investors, students etc. who manage to be seen above the so called Awareness Threshold, defining nothing else as a minimum amount of reports in a given set of national and international opinion leading media.

First research presented at the 25+5 SDG Cities Leadership workshop in Heidelberg showed following interesting results:

### Media perception of cities, 2006-2017 - Public Awareness Sport and Conflict frame the perception of Cities

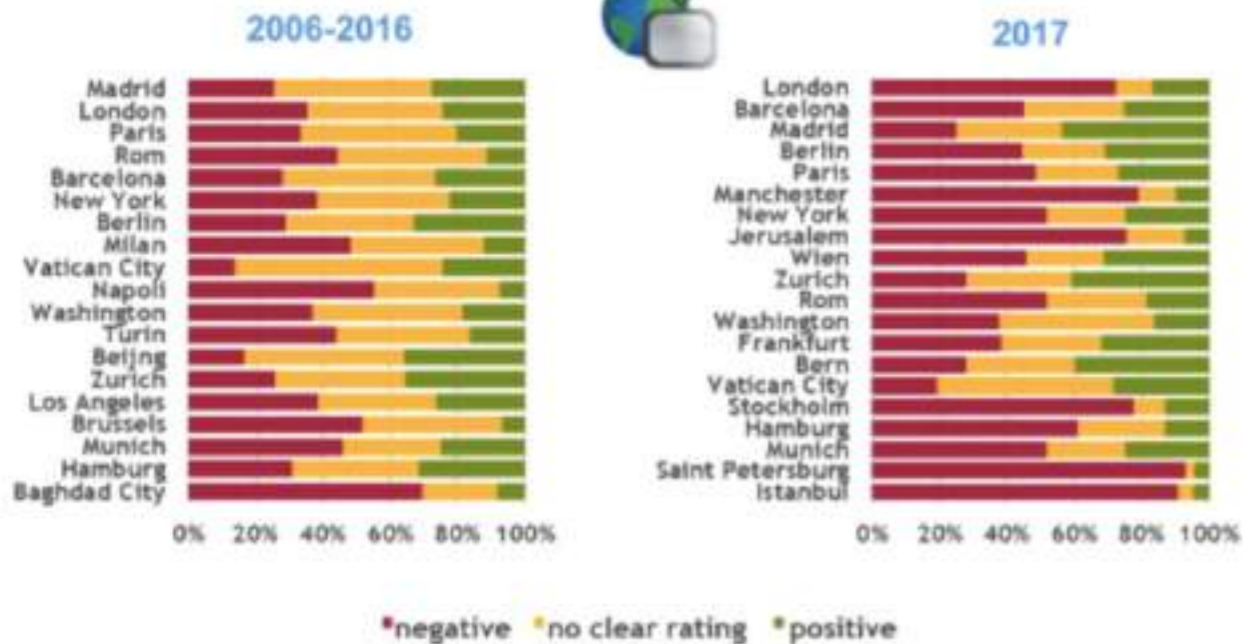


The media interest in Global TV News is neither defined by size of a given City nor by region but what the journalists in ABC, Al Arabia, BBC or TF1 think is relevant to their audience or what news-providers have offered these journalists.

The purpose of the 25+5 is to intensify the direct relationship with those who make the decision, what story, what city, which person is declared "newsworthy" and how not. Because as long as the 25+5 don't start defining their own themes and how they want to be framed towards the world, the TV-networks will continue following their own agenda, which is mostly driven by crime, scandals and other topics with rather negative background:

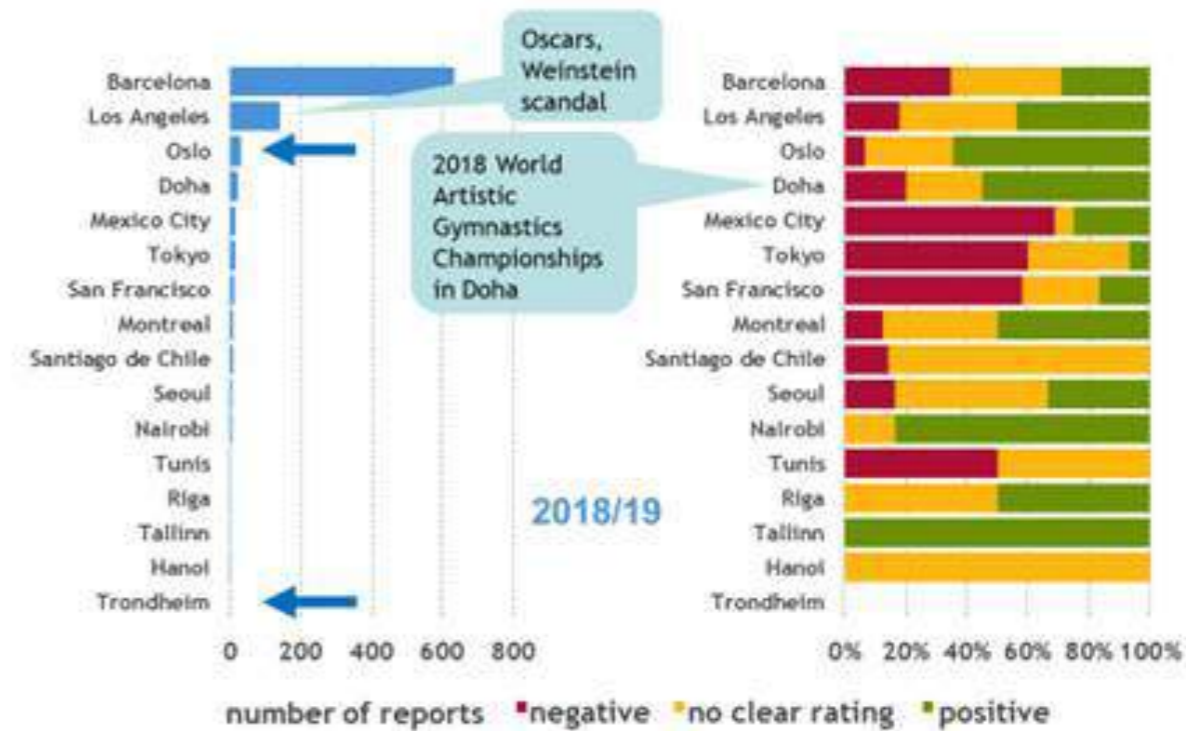
The negativity is not based on the key areas the 25+5 Cities are working on such as education, health or public transport, but rather on those "stories" happening by accident: crime, accidents, scandals:

### Media perception of cities, 2006-2017 – Public Awareness Without solid communication strategy bad news dominate



This is neither based on reality nor on a clear guideline defining the daily decision making process within the editorial teams, but rather on who has contact with whom within the journalistic teams in these networks.

### 25+5 SDG Cities in int. TV news media, 2018/19 Oslo one of the few cities with value driving topics in the media



Without Real Madrid and Atletico Madrid the global perception of the City would be as negative as Baghdad. But the Major of Madrid has zero influence on the fact, that Real is based in his City nor on whether or not the Club will remain successful.



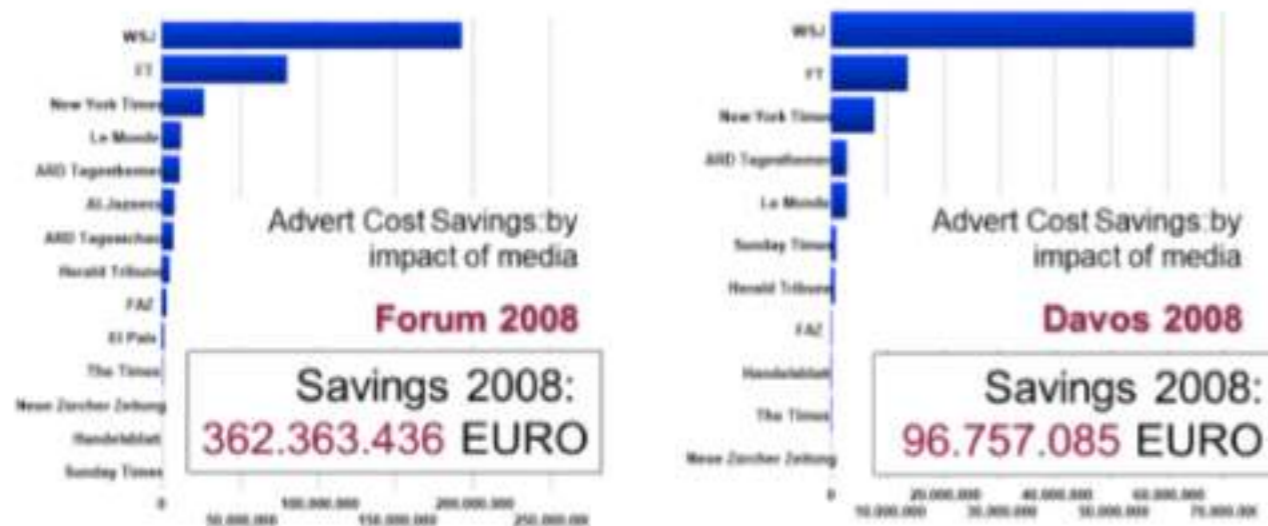
## Strategic Media Relations for the 25+5 takes a complete different approach:

what are the 3 themes the city wants to become “known” for and then selecting the fitting protagonists, institutions etc. to serve not only this interest of the City, but at the same time the interest of each media platform, which differs from their targeted audience as well as the country. But active story offering to the right journalist is no miracle but results in day by day work and strategic planning. Here is one example showcasing that it works perfect in the case of Davos, a city providing nothing else than being the host of a global event:

Providing the right topics, the right event at the right time and the perception of each city can change according and it creates most tangible value to all involved.



### The Currency of Awareness



# Corporate Partnership Program



The SDG Cities Leadership Platform offers companies the opportunity to participate both as formal right-holding sponsor-partners on both a global or local level, as well as the opportunity to contribute and participate locally through volunteerism, fundraising/donations and participating in the activities leading up to and surrounding Impact Week. The structure we will implement starting in 2019 is as follows:

## Global Foundation Partners:

Unlike other major global events programs, our highest level of partnership category is reserved for four (4) major global non-profit organizations that have strategic alliance with the Platform.

## Global Corporate Partners:

The highest level of corporate engagement, we will select 17 global corporations who will each represent 1 of the 17 SDGs as their primary point of engagement and responsibility.

## Local Corporate Partners:

Within each participating city and working together with City leadership, will select 17 local companies to each be responsible for 1 of the 17 SDGs as their primary point of engagement and activation locally within their home city.

## Official Media & Supplier Partners round out the official global partner family.

Because our objective is total community mobilization, the Platform provides for and encourages participation from all organizations and media outlets in each city without the obligation of entering into official partnership agreements.



# PARTNERS

## List of Experts SDG Cities Leadership Platform

*(Selection, not complete)*



**AIESEC**  
Aiesec.org

AIESEC is the world's largest non-profit youth-run organization. It is an international non-governmental not-for-profit organization that provides young people with leadership development, cross-cultural global internships, and volunteer exchange experiences across the globe. The organization focuses on empowering young people to make a positive impact on society. The AIESEC network includes approximately 27,000 members in 127 countries. AIESEC is a non-governmental organization in consultative status with the United Nations Economic and Social Council (ECOSOC), is affiliated with the UN DPI and UN's Office of the Secretary-General's Envoy on Youth, member of ICMYO, and is recognized by UNESCO. AIESEC's international headquarters are in Montreal, Canada.



## AM Foundation Cluj

The Andrei Muresanu "Desteapta-te Romane!" Foundation, established in 1993, had always the goals and objectives to improve the quality of life of the Romanian people after the revolution in 1989. Now, as NGO partner of the UNGSII Foundation, the foundation has taken the initiative to create a SDG New Technologies Center, where all kind of new technologies will be developed and presented to the world, are fitting and will be of great value regarding the 17 Sustainable Development Goals of the UNGSII 25+5 Cities program.

These new technologies are related to creation of the environmental friendly production of energy, storage of energy, 100% waste- recycling, clean water production, clean food production in closed and protected environments, reforestation programs, new desalination technology, living houses made by composite and able to be constructed within 2-3 days and new natural health products which will have great impact on the achievables of the UN initiative. The first and main New Technologies Center will be developed in Romania, but also in the UK, Spain, the Netherlands, France and the USA. Ultimately small additional production factories will be put in place in more locations around the world; with the aim to avoid a lot of unnecessary product transportations, to increase / boost local economy's, to disseminate the know-how of these new technologies to the next generation of engineers by delivering train-the-trainer and education programs. Finally the foundation is developing new - alternative - financial instruments to be able to finance new projects which fit into the SDG programs.



## Dialogue Foundation

[www.dialogue-se.com](http://www.dialogue-se.com)

Our mission is to facilitate social inclusion of people with disability, disadvantaged and elderly on a global basis through exhibitions and workshops.

Our goal is two-fold:

- To raise awareness about people with disability, disadvantaged and elderly people, their needs, their potential and their contributions to the society in order to foster empathy and respect that lead to an inclusive behavior.
- To improve the social economic condition of people with disability, disadvantaged and elderly people.

Furthermore, in the name of changing present-day prejudice and eradicating stigma related to other populations, we are working on delivering wide-array of additional, carefully crafted programs.

The founder, Prof. Andreas Heinecke, is the first Ashoka Fellow in Europe (2005) and a Global Fellow of the Schwab Foundation of the WEF (2007). Andreas has, with Orna Cohen, co-created Dialogue in Silence (2000) and Dialogue with Time (2014). He is an active speaker and publisher (TED, WEF, GSBS) and holds a professorship at the European Business School, where he teaches Social Business course, since 2011. Andreas serves as a board member and advisor on several international boards.

## EDGE Certified Foundation

[www.edge-cert.org](http://www.edge-cert.org)

The EDGE Certified Foundation was founded in 2009 under the name of The Gender Equality Project in Geneva with a vision to create a world of equal opportunities for men and women. EDGE Certification is officially launched at the 2011 annual meeting of the World Economic Forum in Davos and the assessment methodology is implemented as an online tool. The EDGE Certification assessment methodology was developed by the EDGE Certified Foundation, which acts as the guardian of the EDGE methodology and certification standards. Its commercial arm, EDGE Strategy, works directly with organizations to prepare them for EDGE Certification. EDGE Certified Foundation's mission is to use the EDGE global certification system and label to engage corporations across the world in fostering equal career opportunities for women and men in the workplace. EDGE Certified Foundation is committed to being the world's leading global certification for workplace gender equality.



## Education 4 Peace

[www.education4peace.org](http://www.education4peace.org)

Founded in 2002, Education 4 Peace (E4P) is a Swiss non-profit foundation dedicated to advocating and supporting Emotional Health (EH) programmes in schools and sports. E4P has a background connected with the provision of free emotional support hotlines, through which thousands of volunteers have been trained worldwide in listening skills and empathy over the past 50 years. At the heart of this work is an approach known as Active Listening, pioneered in the 1950s by the psychologist Carl Rogers. E4P began by promoting listening skills in various environments through trainings, conferences, congresses and publications. In 2007, E4P initiated with its partner "International Federation of Telephone Emergency Services" the first International Congress on Emotional Health, co-sponsored by the World Health Organisation (WHO). Since 2007, awareness of the impact of Emotional Health has been growing. The European Commission and EU countries signed the "European Pact of Mental Health and Wellbeing" and the World Health Organisation (WHO) launched the "Mental Health Gap Action Programme". Both include Emotional Health as a significant factor in mental health and wellbeing and put it as a priority for the next decade. As a result, people from many different backgrounds are now collaborating in this field. Doctors and psychologists, for example, are now working more closely than ever with social workers, educators, and others.



## Foundation for Global Community Health

[www.gchfoundation.org](http://www.gchfoundation.org)

The Foundation for Global Community Health (GCH), a public charity was created to develop best practices regarding school-based well-being programs, provide peer-reviewed research, and bridge the resource gap preventing schools around the world from implementing research-validated programs. Utilizing the Whole School, Whole Community, Whole Child framework developed by the Centers for Disease Control and Prevention, GCH has implemented a school-based well-being program currently reaching 2-3 million children daily in 70+ countries. Building on this network and in cooperation with an international team of advisers, GCH has emerged as the optimal vehicle for delivering a research-based locally-focused and globally-scalable digital well-being platform to the world's 1.9 billion K-12 children. GCH Network delivers the United Nations' Sustainable Development Goals on a unified platform utilizing the CDC's Coordinated School Health framework via Labs, online GCH support platform, and in the process establishing a SDG School Index overseen by UNGSII.



## Funzi: A global pioneer in mobile learning

[www.funzi.mobi](http://www.funzi.mobi)

Funzi is an innovative, award-winning mobile learning service from Finland. Funzi was founded in 2014 to harness mobile technologies to give everyone, everywhere access to quality learning. Funzi operates on a global scale and delivers learning to users of all connected devices - available directly in the browser at [www.funzi.mobi](http://www.funzi.mobi), with no downloads required. The mobile learning service is designed on a strong scientific foundation, human-centered design principles, and latest technologies. Funzi has a proven track record of working towards SDG 4 for inclusive and equitable lifelong learning opportunities for all: Funzi has had nearly 6 million all-time learners, and continuous positive feedback from learners globally has reinforced the ability of Funzi to support them in developing new skills and proactive mindsets.

Funzi is an expert in the delivery of learning. It builds mobile learning courses from the existing base learning content of its partners. These materials are transformed into a user-friendly and engaging mobile service with a fast and proven process and mobile pedagogy - known as "funzification". Course creation and delivery typically take less than a month, with no technology development needed to give even millions of users access to quality learning. Working with local expert partners enables the adaptation of the content to local contexts and needs.

With no cost to the learners, Funzi delivers the best learning experience on mobile. Additionally, Funzi's business model enables the cost-effective scale-up of training, capacity-building, and outreach projects for its partners and clients, which include organizations such as the UN System, NGOs, public sector organizations, and private corporations. Examples of Funzi projects include project management training for UNDP Syria's local partner organizations, women's entrepreneurship training in Uganda with International Trade Centre, a micro MBA program for migrants on integrating into working life in Finland, and raising awareness on sustainable decision making with UN Association of Finland.



## Globechain

[www.globechain.com](http://www.globechain.com)

Globechain is an award-winning British reuse marketplace TM that connects corporates to charities and people to redistribute unwanted items in the B2B sector. Imagine, like eBay but better as items are given for free and we create social impact data for members. With the focus within in retail (fixtures and fittings, obsolete stock), commercial (office and IT) and construction (materials, refurbishments, demolition), Globechain works with some of the largest companies in retail, medical and construction. Globechain has diverted over 5.1 million kilos from landfill, help create savings of £1.5 million to charities and helped over 14,000 communities within the UK, Africa, Ukraine and Libya. Globechain helps enable corporates to achieve their sustainability goals at the same time as creating social value.



## Greenwood Strategy Advisors

[www.greenwood-ag.com](http://www.greenwood-ag.com)

Greenwood Strategic Advisors was established in 2009 in Zug, Switzerland. Greenwood provides unique simulation products that increase sustainability, performance and bankability in socio-economic systems ranging from cities, market and businesses to complex construction projects and macro-economics.

Since 2015, Greenwood and the Greater London Authority (GLA) have been partnered in setting up and employing the Greater London Simulator to give the GLA previously-unavailable analytical intelligence to help prioritize and enable the funding and financing of public investments.

As of today, Greenwood has built additional simulators with the cities of Boston and Norfolk in the United States, and the cities of Frankfurt and Coburg in Germany.



## HOPSports®

[www.hopsports.com](http://www.hopsports.com)

HOPSports®, Inc. provides a ready-made safety, health and learning solution that is currently implemented in schools, universities, community-based organizations, hospitals, recreation centers, and treatment facilities in over 70 countries. HOPSports' programs provide opportunities for increased physical activity, nutrition and character education as a proven strategy for student health, wellbeing and academic success. The main objectives of HOPSports are: Introduce essential skills for a broad array of physical activity, encouraging healthy and sustainable lifestyles. To make exercise fun through the use of our unique digital platform that incorporates physical activity, educational information and the positive social messaging of popular sport governing bodies, athletes and celebrities. Align with major advocacy groups, corporations, foundations and institutions that share the common goal of improving the health of youth and communities around the world. Provide a platform for end users to combine entertainment, education and fitness, achieving "my health, my fitness, on my time."



## IMPACT 2030

[www.impact2030.com](http://www.impact2030.com)

IMPACT 2030 is a private sector-led initiative that, in collaboration with the United Nations, civil society, academia and other stakeholders, is leveraging human capital investments through employee volunteer programs to advance the achievement of the SDGs. IMPACT 2030 was created in response to UN Resolution A/RES/66/67 that encouraged further engagement with the private sector "through the expansion of corporate volunteering and employee volunteer activities". The IMPACT 2030 team believes that corporations are a valuable resource uniquely poised to help respond to the needs of a rapidly changing world. The SDGs are focused on addressing the most critical issues in the world, including poverty, inequality and climate change. IMPACT 2030 is to align companies and their employee volunteer efforts with these global goals to create real and sustainable change.



## Poverty Stoplight

[www.povertystoplight.org](http://www.povertystoplight.org)

[www.fundacionparaguaya.org.py](http://www.fundacionparaguaya.org.py)

Global poverty has been measured for decades. To finally eliminate it, families must be engaged as agents of change in their own lives, regardless of what their income level is. By identifying their priority areas and making a "life map", families are able to connect with the resources they require to address their needs.

The team of Global poverty has developed an innovative, practical methodology and self-evaluation, visual survey tool that allows poor families to self-diagnose their level of poverty as a first step in developing a personalised strategy to lift them permanently out of poverty. It's called Poverty Stoplight and is experiencing huge success in Paraguay which has led to much interest by other countries. According to the Poverty Stoplight approach, to understand a problem from all standpoints it is necessary to include the valid perspectives of everybody involved: the poor person, their family and community, the social activist, the non-profit attempting to aid the poor, the microfinance institution, the social entrepreneur, the government agency, and the international donor, etc.

Global poverty is a project by the Fundación Paraguaya, a self-sustainable, non-governmental organization. Since its foundation in 1985, it has spearheaded microfinance and entrepreneurship in Paraguay. With more than 450 staff in 28 offices across the country, Fundación Paraguaya develops and implements practical, innovative, and sustainable solutions to eliminate poverty in order to create decent conditions for all families using four interrelated strategies:



## SolaVieve

[www.solavieve.com](http://www.solavieve.com)

SolaVieve is a progressive healthcare, hospitality, and technology company that builds communities around healthy and smart living. SolaVieve's vision is to enable people from all around the world to live consciously, healthily and enthusiastically; reducing the burden of preventable illness on individuals and society while being in harmony with our ecosystem. SolaVieve's mission is to design, develop, and operate resorts, hotels, living communities, clubs, digital platforms and non-profit initiatives that are centered around offering preventive healthcare, lifestyle, and transformational services, products, and education. SolaVieve's operations is engineered to achieve 100% client participation within year-round, fully integrated, holistic, personalized, and mission-driven environments that serve a wide array of demographics, health statuses, and socioeconomic classes. The core of SolaVieve's business model has been executed over the past 40 years to unparalleled success. This model was developed through our team's extensive involvement in one of the world's most successful health & wellness companies, Canyon Ranch (for profit) and Canyon Ranch Institute (non-profit) – servicing over 500,000 guests annually.



## Sophia Consult Luxembourg

Sophia Consult Luxembourg is a non-regulated, pure and straight forward consulting Company.

Our goal is to enable projects that have a lasting impact on the world. We finance projects that create peace, stability, prosperity, sustainability and work force. Our focus is on delivering quality projects that have a lasting impact on the world.

Our mission statement is to lead, and facilitate loans and finance, for government infrastructure projects, corporate and private projects, and provide the best consultancy solutions for the projects of your choice.

To achieve this ambitious goal, we work as qualified partners to many financial groups all over the world.



## Waterpreneurs

[www.waterpreneurs.net](http://www.waterpreneurs.net)

[www.innovate4water.net](http://www.innovate4water.net)

Waterpreneurs aims to help solve the problems raised by the 17 Sustainable Development Goals (SDGs) with a focus on SDG 6 (Clean water and sanitation). Waterpreneurs works on a dialogue and provides multi-stakeholder solutions (private, public, civil society etc.) around issues of human rights, security and peace in the world, through the development of entrepreneurs who provide basic services to the most vulnerable populations, in particular through access to drinking water. Waterpreneurs brings global expertise in Business and human right to water and sanitation (SDG 6); lean and operative collaborative vehicles between the private sector, the public sector and civil society; impact investments, blended finance and hybrid business models supporting the growth of local water and sanitation entrepreneurs. The combination of these expertise allows Waterpreneurs to help partners develop impactful global and local action plans supporting Safe Investments for Safe Water and Sanitation



## World Health Innovation Summit (WHIS)

[www.worldhealthinnovationsummit.com](http://www.worldhealthinnovationsummit.com)

In 2015 the World Health Innovation Summit was founded by Mr Gareth Presch. Based in the heart of Cumbria [UK] with an international career in healthcare systems, Gareth identified that people in the community would be better supported if they had more access to holistic solutions, in their locality. This is what we call community based person-centred care.

Taking a person centred health preventative approach to health and wellbeing, Gareth recognised that there were four key cornerstones (Pillars) of which all needed to be supported, at the same time, by the same people: Economy, Education, Environment and Ecosystems.

WHIS creates real opportunities to empower local communities, globally. The aim is to improve people's overall health and wellbeing, while supporting local economies. WHIS partners with citizens and communities across the world, and aims to support communities to implement and deliver all seventeen of the Sustainable Development Goals in every country in the world. WHIS values each and every person on our globe. This is shown through actions: Trust, Transparency, Honesty, Integrity and Respect.

## 17 PARTNERSHIPS FOR THE GOALS

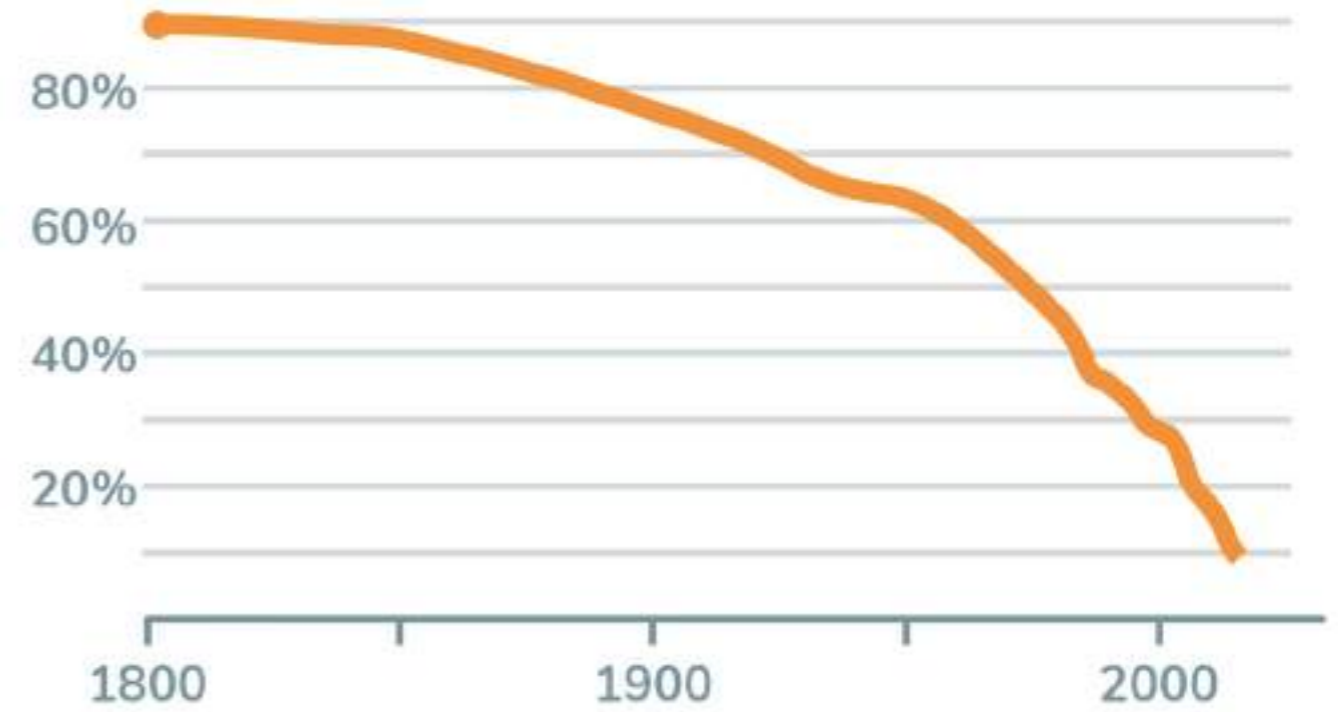


### Why the 25+5 is more than just a nice vision

Contrary to what we all read in our newspapers and social media feeds or watch on TV news, the world has changed fundamentally for the better since 1950. On average we no longer die at the age of 50, but have an extra 20 years to spend with our friends and families.

This graph illustrates the trend which is more than an aggregation of numbers, especially for those who have been confronted with a life-threatening situation where they would give anything to prolong their lives by one more day, week, month or year. Now it is clear: all of us have – on average – 20 years more to spend for work, pleasure, learning or a combination. This is not only mind-blowing but leads to the question: what are we going to do with the extra time?

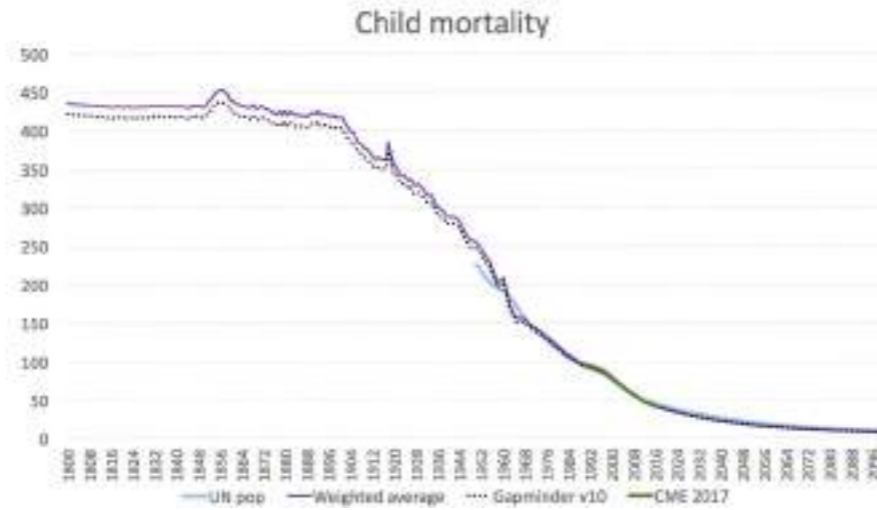
### % Extreme Poverty



200 years ago education was only available to a tiny elite, but now we enjoy a reality where only a small minority is excluded from education almost everywhere on every continent. And the healthcare of any king or emperor in history was worse than the many options available to most people today have when it comes to fighting health challenges. Our expert team on SDG3 Health will work hand-in-hand with our experts on SDG2 Food to show how existential threats such as cancer, diabetes, Alzheimer's, dementia and obesity can lose the existential dimension.

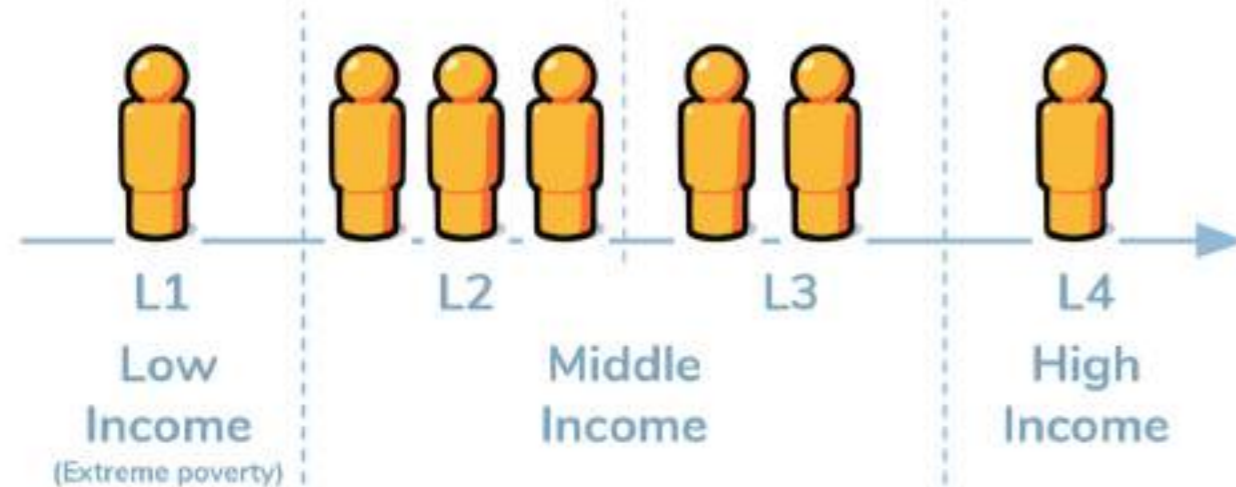
Child mortality, which has been a given for so many centuries and led to traumatic consequences which hardly appear in the history books, is another example of how mankind can celebrate joint achievements. These achievements came from legions of researchers, doctors, hospitals and companies who were not prepared to take it as a given that three out of ten newborns will die. In 2018, this figure is less than one in ten.

In other words, over the past 200 years mankind has achieved so many goals which once seemed out of reach for the vast majority. Importantly, this has happened at a higher speed since 1950, and accelerated again since the declaration of the Millennium Development Goals by former UN Secretary General Kofi Annan in 2000. Why should this not inspire all of us to follow the call to implement the SDGs by



2030 and run with it? The 125 million men and women, children and senior citizens, living in the 25+5 SDG Cities will try their best to be front-runners in reaching these 17 goals even earlier, by 2025. This is not just for the sake of having a better life for themselves and their loved ones, but becoming 25+5 lighthouses for the 7.6 billion others who will still have five more years to make it happen. With this perspective, who wants to remain sitting on the fence watching others getting their hands dirty, instead of climbing down and becoming a true team member in this, the best of all competitions?

### WORLD POPULATION (billion) by four income levels



The Berlin Wall divided East and West Europe for decades and many people grew up thinking it was impossible for it to ever come down. Finally bringing it down on November 9th 1989 needed countless small groups of people and a weekly gathering like this one in Leipzig, which happened four weeks ahead of the Wall coming down in Berlin.




Edited by Roland Schatz  
(v.i.s.p.) Klaus Heidinger, Gareth Presch, Kari Eick.

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Alexander Fowkes & Joshua Entwistle

Innovatio Publishing, Zurich, 2019





We passed the 1000-day mark since the adoption of the 2030 Agenda when we met in Heidelberg. Our sight is firmly set on implementation. And while the scope and ambition of the Goals is global, implementation happens on the ground, that is to say, it happens locally. It happens first of all in cities. This is why I commend the work of the 25+5 SDG Cities Leadership Platform which connects the local on a global scale, to share best practices that apply to Heidelberg as much as to Hangzhou, to Anchorage as much as to Accra.

***Michael Moller, Director General,  
United Nations of Geneva***

All of the participating cities have proven themselves as driving forces and bold pioneers, regarding both urban as well as national or even international topics. By sharing experiences and joining forces, these cities function as urban labs and nucleus for innovative, sustainable and social solutions. Networks like the SDG Cities Leadership platform are the ideal form of organization to raise awareness and share knowledge and resources to address nuisances and find solutions to improve current conditions.

***Prof. Dr. Eckart Würzner  
Mayor of Heidelberg***



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