GLOBALIZATION

0.5% of the earth’s surface is urbanised

54% of the world’s population is urban (2014)

80% of global economic output comes from urban areas

© PHILIPP RODE, LSE CITIES AND GLOBAL COMMISSION ON THE ECONOMY AND CLIMATE 2014.
CHALLENGES OF THE VUCA-WORLD

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

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

C
- Complexity
- Multiple, interdependent causes

A
- Ambiguity
- Little clarity about what is ‘real’ or ‘true’
COMPLEXITY OF MUNICIPAL STRATEGIC PLANNING

SOCIETY
- Companies
- Media
- Associations
- Citizens

POLITICS
- Council
- Parties
- Committees
- Advisory council on migration
- Advisory councils

CITY ADMINISTRATION
- Employee Representation
- Employees
- Departements
- Management

ACTION FIELDS
- e.g. urban planning, social affairs, culture
MARKET TAKER OR MARKET MAKER

- active
- passive

- making the future
- adapting the future
- drifting into the future

- high
- need for strategic space
- low

attitude towards the future
THE MANNHEIM MODEL
EVALUATION OF ACTION USING PDCA

Plan
Act
Check
Do
Plan
STRATEGY CITY OF MANNHEIM

1. Mission Statement
2. Strategic Goals
3. Key Performance Indicators
4. Management targets systems of departements and operator-owned municipal enterprises
5. topic-specific indicators

- Human Ressources
- Finance Department
- Parcs and Recreations
- Europe and International Affairs
- Democracy and Strategy
- …many more
Ending poverty in all its forms and everywhere.

<table>
<thead>
<tr>
<th>Strategic target</th>
<th>Name</th>
<th>Unit of measure</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>1</td>
<td>Guaranteed minimum rate</td>
<td>Percent</td>
<td>9.9</td>
<td>10.0</td>
<td>10.3</td>
<td>10.8</td>
<td>11.0</td>
<td>10.9</td>
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<tr>
<td>1</td>
<td>SGB II rate of people unfit for work and claiming benefit under 15 years</td>
<td>Percent</td>
<td>17.7</td>
<td>18</td>
<td>19.1</td>
<td>20.8</td>
<td>20.8</td>
<td>20.6</td>
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</tbody>
</table>
Guaranteeing inclusive, fair and high-quality education and promoting opportunities for lifelong learning for all.

<table>
<thead>
<tr>
<th>Strategic target</th>
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<th>Unit of measure</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>1</td>
<td>Number of students at Mannheim higher education facilities</td>
<td>Students</td>
<td>25,115</td>
<td>27,207</td>
<td>28,014</td>
<td>28,648</td>
<td>28,786</td>
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<tr>
<td>1</td>
<td>Number of all-day nursery places</td>
<td>Percent</td>
<td>38.2</td>
<td>38.9</td>
<td>43.7</td>
<td>46.7</td>
<td>49.7</td>
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<tr>
<td>1</td>
<td>Number of children without speech difficulties at start of schooling</td>
<td>Percent</td>
<td>79.8</td>
<td>79.7</td>
<td>83.1</td>
<td>81.8</td>
<td>80.8</td>
<td>81.3</td>
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<tr>
<td>1</td>
<td>School child daycare rate</td>
<td>Percent</td>
<td>47.1</td>
<td>49.0</td>
<td>55.3</td>
<td>58.9</td>
<td>61.0</td>
<td>61.7</td>
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<tr>
<td>1</td>
<td>Advanced secondary school transition rate</td>
<td>Percent</td>
<td>46</td>
<td>47.5</td>
<td>49.7</td>
<td>49.4</td>
<td>51.15</td>
<td>48.1</td>
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PROCESS OF COMPILING THE MISSION STATEMENT „MANNHEIM 2030“
# SCHEDULE

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<tr>
<td><strong>PRE-PROCESS</strong></td>
<td><strong>OFFICIAL START</strong></td>
<td><strong>New Year Reception</strong></td>
<td><strong>Lord Mayor’s Dialogue workshop with randomly selected citizens</strong></td>
<td><strong>Local Council Meetings</strong></td>
<td><strong>Agenda 2030 Fotobox</strong></td>
<td><strong>Online Discussion</strong></td>
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<tr>
<td><strong>Urban Thinkers Campus</strong></td>
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<td><strong>Lokale Agenda 21 Mannheim e.V.</strong></td>
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<td><strong>MWS MANNHEIM gGmbH</strong></td>
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<td><strong>Forum Behinderung</strong></td>
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<td><strong>Mannheimer Abendakademie</strong></td>
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<td><strong>Gesundheitsstrefpunkt Mannheim</strong></td>
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<td><strong>STARTUP MANNHEIM</strong></td>
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<td><strong>STADTMANNHEIM</strong></td>
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<td><strong>MILESTONE Citizen Dialogue</strong></td>
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<td><strong>MILESTONE Municipal Council Resolution</strong></td>
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<td><strong>Compaction, Abstraction and Cleaning of Redundancies with LUB GmbH</strong></td>
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<td><strong>Administrative Editing</strong></td>
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<td><strong>International SDG Conference with Mannheim’s twin cities</strong></td>
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<td><strong>Information of the Local Council</strong></td>
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<tr>
<td><strong>Transfer to the 2020/21 budget; implementation in administrative actions</strong></td>
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<td><strong>Events by third Parties</strong></td>
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</tbody>
</table>
FROM GLOBAL TO LOCAL

- EU Charta for Equality of Women and Men in Local Life
- Aalborg Charta "Agenda 21" – Charta of European Cities & Towns Towards Sustainability (1994)
- Barcelona Declaration "The City and the Disabled" (1995)
- UNESCO Declaration on Cultural Diversity
- Mannheim 2020 Climate Protection Plan, Covenant of Mayors
CHARTA MANAGEMENT: SUSTAINABILITY MONITORING AT A COMMUNITY LEVEL

Measurable successes and sustainability, recognition where appropriate

Standard from charters: Think global, act local

Interfaces and cross-departmental cooperations

Inclusion in strategic objectives and specific expertise

Development of measures

Global Charta

Obligations for Mannheim

Local Measures

Local Implementation
INTERTWINING GLOBAL AND LOCAL PROCESSES

2015
- Resolution of Agenda 2030 and the 17 SDGs by the UN

2016
- UTC
  - Exchange of Mannheim residents on Agenda 2030 and SDGs
- „Mannheim Manifesto“

2017
- UN Habitat III
  - Resolution of the New Urban Agenda
- UTC
  - Exchange of Mannheim residents on New Urban Agenda
- mission statement process

2018
- World Urban Forum
  - Presentation: Implementation of SDGs at municipal level

Agenda 2030 and 17 SDGs
New Urban Agenda
THREE LEVELS OF EFFECTS OF THE SDGS

A. MEASURES OF THE LOCAL AUTHORITY WITH DIRECT GLOBAL EFFECTS
   - bilateral development projects (for example Kilis City)

B. MEASURES OF THE LOCAL AUTHORITY WITH INDIRECT GLOBAL EFFECTS
   - procurement procedure
   - fair trade
   - ILO-working standards

C. MEASURES OF THE LOCAL AUTHORITY WITH LOCAL EFFECTS
   - financial support of jobs
   - local labor market program
   - education help

1. NO POVERTY
ROLE MODEL "MANNHEIM 2030" AND AGENDA 2030

**Objective:** Mission Statement and Indicator Set

- **Departmental target systems:**
  - Performance indicators
  - Impact indicators

- **Overall strategy:**
  - Top indicators

- **Comparing Mannheim with Agenda 2030**

- **SDGs:**
  - Global indicators

- **National sustainability strategy:**
  - National indicators

- **State sustainability strategies:**
  - Local indicators

- **Local council sustainability strategies:**
  - Local indicators

**Budgeting**
URBAN THINKERS
CAMPUS
Examples for results and outcomes

support sustainable development and Global Learning

promote open data and e-government, provide data security

create a common understanding of the value of our democracy and stick to our with courage and candor
DIALOGUE WORKSHOP WITH THE LORD MAYOR OF MANNHEIM
Examples for results and outcomes

- Pedestrians and cyclists have priority over cars.
- Expand local public transport.
- Initiate shared use housing projects; strengthen center of district; expand cultural and infrastructural offers.
CONCLAVE OF THE LOCAL COUNCILS
Conclave of the Local Councils

Examples for results and outcomes

- Sustainable education system, teach values
- Reduce traffic, reduce price for local public transport
- Buy local and seasonal food, conscious use raw materials, avoid plastic, separate, re- and upcycle
MAY MARKET
Examples for results and outcomes

- Security and well-being in public space
- More/sufficient day care centres
- Local politicians should live in Mannheim and have a strong relationship with the city and the citizens
EVENTS BY THIRD PARTIES
EVENTS BY THIRD PARTIES

Examples for results and outcomes

- provide affordable housing
- prevent precarious employment conditions, equal pay for work of equal value, esteem for social professions
- peaceful and inclusive society, together against racism
DIALOG WITH CITIZENS

Examples for results and outcomes

- New criteria for economic development
- Equality and fairness in development policy
- Urban development towards the water, make it possible to be experienced among others
INTERNATIONAL SDG CONFERENCE