Exploring the Role of Participatory Budgeting in Accelerating the SDGs:

A Multidimensional Approach in Escobedo, Mexico

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Participatory Budgeting

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DISCLAIMER

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Contents

Message from the Executive Director

Cities and municipalities are frontline actors in our urbanising world. As the COVID-19 pandemic has demonstrated, it takes a whole of society effort to ensure the well-being of citizens. It will take all of us to survive the deep socio-economic impacts as we adapt to living with pandemics. Whilst it is not the intent of this book to deal with the specific challenges of COVID-19, it does offer new and innovative ways to ensure a "better quality of life for all" from the complex process of urbanisation. It is clear that the pandemic has brought local governments, particularly its alignment with national governments, to the centre of attention. To ensure no one and no place is left behind will require new ideas to strengthen integrated and coordinated governmental actions around the globe.

Weak institutions and poor governance results in equally poor performance, progress, and prosperity of our society. We need a new kind of partnership. What I call the 4Ps: Public, Private and People Partnerships if we are serious about implementing the New Urban Agenda and achieving Sustainable Development Goal 11. Inclusive engagement of all segments of society in the planning and management of cities and communities is one of the main issues to make cities and human settlements inclusive, safe, resilient and sustainable. As a consequence, it is critical to empower local governments and communities and increase their capacity to promote social cohesion.

As centre of excellence and innovation, UN-Habitat aims to produce cutting-edge normative guidance, facilitate knowledge sharing and develop institutional incentives for learning. This is particularly important to shape an accountable, transparent, equitable, and inclusive decision-making process. Fostering the innovation of governance is a priority, and knowledge is key to developing solutions that can accelerate progress towards achieving the Sustainable Development Goals.

This report by the Knowledge and Innovation Branch explores the themes of Participatory Budgeting (PB), giving evidence on: how innovative approaches link Participatory Budgeting with Sustainable Development Goals. It does this by describing how multidimensional approaches accelerate a transformation toward the 2030 Agenda. It advocates for how best practices shape new models of governance in cities. To this end, this report, based on the pilot project in General Escobedo (Mexico), demonstrates the achievements and outcomes from this approach.

I would like to thank the authors and the UN-Habitat team for contributing their knowledge and expertise to this publication. I hope it benefits city managers and key partners keen to find innovative methods to enhance participatory budgeting and other bottom-up approaches as a basis for genuine partnerships between public, private and the people to ensure no one and no place is left behind in our urbanising world.

H.E. Maimunah Mohd Sharif
Executive Director
United Nations Human Settlements Programme
UN-Habitat

Foreword

I want to take the opportunity to recognize the valuable work that UN-Habitat is doing in the mission of achieving inclusive, safe, resilient, and sustainable cities as recognized in SDG11. I thank the authors and the UN-Habitat dedicated team for co-creating this Participatory-Habitat Initiative with our municipality of General Escobedo.

As the mayor of General Escobedo for the third time, I recognize that multiple complexities require guidelines and public policies with practical and transversal lens and applications in practice.

In General Escobedo, we know that objectives can be achieved. An example of this is that in the latest survey published by the INEGI (National Institute of Statistics and Geography), General Escobedo is the second municipality in Mexico, with the police that inspires more confidence and the third with the most effective government to solve the main problems of its territory.

Nonetheless, we want to continue innovating, evolving, and improving public policies that optimize the inclusive and participatory management and planning in our city.
As city leaders, we must support the governmental apparatus's evolution to serve our communities better, especially to those that are the most vulnerable. This UN-Habitat Initiative in General Escobedo is of high relevance to this municipality's local history. It lays the foundation for better environments for public participation and innovation and makes it clear that local governments can take smart approaches to accelerate actions of the 2030 Agenda for Sustainable Development and the New Urban Agenda.

Clara Luz Flores Carrales

Mayor of General Escobedo

Preface

It is with immense pleasure that I introduce the Report, "Exploring the Role of Participatory Budgeting in Accelerating the SDGs: A Multidimensional Approach in General Escobedo, Mexico". This report analyses the Participatory Budgeting, investigating a cross cutting approach and a new mechanism to accelerate actions for sustainable development. Focussing on best practices and theories of networking, the authors introduce new ways to shape the decision-making process and city governance to tackle cross-disciplinary challenges, like inequality, inclusiveness, environment, human rights, and sustainable cities. In this regard, they suggest a paradigm shift to develop and restore effective urban governance both in law and in practice for the benefit of citizens.

The pilot project in General Escobedo (Mexico) confirms the main intuition that Participatory Budgeting is a multidimensional policy tool networked with SDGs and targets at the same time. The case of General Escobedo gives further evidence, showing insights and practices to make the decision process more effective. Indeed, this initiative has strong policy implications to advocate solutions to local problems while contributing to peaceful and inclusive societies.

Thank you to our contributors and all UN-Habitat teams for their valuable support. In these challenging times, I consider that such new ideas and knowledge may inspire our actions and our impacts to ensure effective outcomes in line with 2030 Agenda for Sustainable Development.

Marco Kamiya
Senior Economist, Knowledge and Innovation Branch,
United Nations Human Settlements Programme
(UN-Habitat)

Message from the co-authors

Dear Readers,

It is with pleasure that we present this report titled, 'Exploring the Role of Participatory Budgeting in Accelerating the SDGs: A Multidimensional Approach in General Escobedo, Mexico. This publication seeks to provide an innovative approach to investigate the Participatory Budgeting, giving evidence on how this may accelerate many of SDGs and support governments to reach targets of 2030 Agenda.

The launch of this publication follows the strategic plan calls 2020-2030 of UN-Habitat, which aims to support better integration of knowledge, policies, and actions for achieving the 2030 Agenda for Sustainable Development.

In this vein, the United Nations Secretary-General, Mr. António Guterres, talked about the importance of innovation for facing the challenges of our time. He recalled that "it is most important to make sure that innovation works for all and not only for a few." This sheds light on exploring new ways to implement innovative policies across the countries while addressing inclusive, sustainable, and equal issues of our time.

This publication delivers a cross-cutting approach to make urban governance more useful for all urban settings.

The primary purpose of this report is:

(i)   to increase the awareness of PB and disseminate cutting-edge knowledge and international practices;

(ii) to enhance the knowledge of a distinctive quality that makes Participatory Budgeting a multidimensional policy tool;

(iii) to give insight on the transformation of local policy to ensure effective outcomes in line with the 2030 Agenda for Sustainable Development; and

(iv) to present the Participatory Budgeting initiative in General Escobedo.

Roberto Herrera and Giuseppe Tesoriere
Knowledge and Innovation Branch
United Nations Human Settlements Programme
(UN-Habitat)

Executive summary

Participatory budgeting (PB) is considered one of the most successful democratic innovations of the last 25 years. Estimates suggest that the PB experiment has reached more than 3,000 local institutions and some supra-municipalities in high-income countries and developing regions.

PB initiatives worldwide have evidenced that this tool has a positive and powerful force for addressing development issues, especially those related to improving citizen awareness, inclusiveness, environment, urban planning, and basic services, as emerged recently from World Urban Forum held in Abu Dhabi. This multidimensional feature is particularly relevant to focus a new integrated approach to accelerate a transformation towards achieving the Sustainable Development Goals.

Exploring a theoretical framework and global case studies, we disseminate cutting-edge knowledge and international practices on PB as a smart connector of goals and targets of the 2030 Agenda for Sustainable Development.

Looking at global practices, we may depict how PB would be deeply connected with 7 out of 17 SDGs, and consequently, it would be linked directly with specific targets: 4.7; 5.b; 6.2; 7.1; 10.2; 11.3; 11.7; 16.6; and 16.7.

The main originality of this publication stands in introducing new network patterns and cross cutting approaches that may shape a new governance model.

From the analysis emerged that PB is a promising multidimensional instrument to accelerate many of SDGs and support governments to reach targets of 2030 Agenda. Two main lessons are raised: (i) PB is directly linked with 7 SDGs; (ii) PB can face more targets and SDGs simultaneously.

To validate this, a case study from General Escobedo PB initiative of UN-Habitat in Mexico is analysed. The initiative gives evidence on the actions, outcomes, and strength of this approach.

According to international case studies, and the General Escobedo Participatory Habitat Initiative, PB makes it possible to find solutions to local problems, addressing a greater complexity of changing cities around the world.

Finally, this opens up an innovative pathway to accelerate the transformation towards achieving the SDGs.

Introduction

The theory of change fostered by the strategic plan 2020-2030 of UN-Habitat aims at enhancing the sustainability and the quality of life for billions of people living in cities around the world. The idea of change for increased impact fosters a paradigm shift towards a better integration of knowledge, policies, and actions for achieving the 2030 Agenda for Sustainable Development. The strategic plan calls for an interlinked and cross-cutting approach to make governance more effective. Focussing on this framework, we explore an innovative approach to linking participatory budgeting (PB) and the SDGs. This report aims to investigate alternative policies and actions, increase the awareness of PB and disseminate cutting-edge knowledge and international practices. PB is an instrument for local governments to bring development issues to the centre of attention, especially those related to improving citizen awareness, inclusiveness, environment, urban planning, and basic services, as emerged recently from World Urban Forum held in Abu Dhabi. This distinctive quality makes PB a multidimensional policy tool capable of increasing the performances of local governments in addressing systematic and process barriers, integrating social, ecological, and economic challenges simultaneously.

This report condenses knowledge with an innovative approach with the purpose to accelerate SDGs using PB as a multidimensional instrument. It introduces a pilot project in General Escobedo, Mexico and identifies the main lessons to be replicable, and finally, it presents policy recommendations.

The theory of change fostered by the strategic plan 2020-2030 of UN-Habitat aims at enhancing the sustainability and the quality of life for billions of people living in cities around the world.

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PB: a cross-cutting approach and multidimensional instrument to SDGs

Participatory budgeting (PB) is considered one of the most successful democratic innovations of the last 25 years (Allegretti and Hartz-Karp, 2017). Born in Brazil in 1989, PB has spread rapidly around the globe. Estimates suggest that the PB experiment has reached more than 3,000 local institutions and some supra-municipalities (Sintomer et al., 2013). Local governments, both in high-income countries and developing regions, have launched initiatives of PB. For instance, New York adopted a PB initiative for a budget of USD 31.9 million in 2014-2015, involving a population of 58,095 participants (see table 1). In Europe, cities like Bologna and Lisbon allocated EUR 1 million and EUR 2.5 million of their capital budget for PB, respectively. The initiatives "Collaborare

è Bologna" and "Lisboa Participa" have attracted thousands of participants in the last few years (Coscia et al. 2020). In Latin America, on the other hand, cities like Ipatinga in Brazil mobilized more than USD 10 million for similar initiatives from 2003 to 2007. In the Asian region, it becomes a consolidated practice to link citizens and local policy as emerged in Sri Lanka, China and Malaysia. In Africa, it counts hundreds of PB experiences starting from 2003 (e.g., Cameroon, Mozambique, Uganda, South Africa, Tanzania, Kenya, and Zambia). Today, 6,000 "experiences" are verified in 40 countries, from consultative "low-profile experiments to profound changes in local governance models and power relations" (Cabannes, 2019).

Table 1: PB around the world in few numbers

Region	Where	When	Number of participants	Population	Share of total Population	Budget available
North America	New York (USA)	2018	99,250	18,805,000	0.5%	$36,618,553
North America	Boston (USA)	2014	2000	655,884	0.3%	$1 million
North America	Vallejo (USA)	2012	4,154	121,913	3.4%	$2.4 million
North America	Toronto (Canada)	2017	1,007	2,930,000	0.0344%	$705,000
Europe	Bologna (Italy)	2018	16,348	800,000	2.0%	€1 million
Europe	Paris (France)	2016	92,809	10,789,000	0.9%	€94,407.20
Europe	Lisbon (Portugal)	2017/2018	37,673	2,927,000	1.3%	€2,513,000
Central and Eastern Europe	Sopot (Poland)	2014	2,151	37,903	5.7%	€946,768 (1,4% of total town budget)
Central and Eastern Europe	Pazin (Croatia)	2015	488	8,638	5.6%	€40,000 (0,4% of total town budget)
Central and Eastern Europe	Bratislava (Slovakia)	2012	2,161	417,389	0.5%	€29,975 (0,01% of total town budget)
Asia	Penang (Malaysia)	Since 2012	2,553	1,746, 700	0.1%	$60,000
Asia	Seoul (South Korea)	2017	116,943	9,941,000	1.2%	Approximately 60 billion won
Africa	Maputo (Mozambique)	2013	3,446	1,098,000	0.3%	$ 830,000
Latin America	General Escobedo (Mexico)	2019	On going	425,148	Ongoing	40% of revenues
Latin America	Mexico City (Mexico)	2013	880,752	21,581,000	4.1%	3% of city budget
Latin America	Rosario (Argentina)	2019	107,252	1,510,000	7.1%	6,493,000 (1,4% of budget)
Latin America	Belo Horizonte (Brazil)	2008	124,000	2,375,151	5.2%	R$ 50 million ($ 28 million)
Latin America	Medellín (Columbia)	2017	42,879	3,866,000	1.1%	5% of budget
Latin America	Montevideo (Uruguay)	2018	48,327	1,737,000	2.8%	$144,000,000
Oceania	Melville (Australia)	2017	2,400	98,083	2.4%	$100,000

PB initiatives worldwide have evidenced that this tool has a positive and powerful force for addressing issues related to sustainable development. This multidimensional feature is particularly relevant to focus a new integrated approach to accelerate a transformation towards achieving the Sustainable Development Goals. Promoting synergies among goals and encouraging connections with SDGs is a crucial point both in decision-making and in programme implementation, as observed in recent narrative. For instance, Le Blanc from UNDESA (2015) analyses the linkage among goals through targets mapping this mechanism through network analysis. From this theoretical study, it emerged that, SDG 2, 3, 4, 5, 6, 11, 13, 15, and 16, for example, are connected to other 6 to 8 goals, either directly or indirectly. This finding shed light on the complexity behind the 2030 Agenda for Sustainable Development. Insightfully, the study

introduces network patterns around SDGs. The main challenge is how a policy may accelerate this mechanism by taking advantage of this pattern of relationships. This aspect is mostly unexplored, primarily when focussing on the role of cities and local governments. In a way, cities are the places to think differently, innovate, and experiment new practices (UN-Habitat, 2020). Indeed, they are a comfortable environment to experiment with innovative policies as emerged for example from the citizen-centered governance model developed by PB initiatives. Indeed, PB may be a smart connector of goals and targets at the city level.

Looking at global practices, we may depict how PB would be deeply connected with 7 out of 17 SDGs, and consequently it would be linked directly with specific targets: 4.7; 5.b; 6.2; 7.1; 10.2; 11.3; 11.7; 16.6; and 16.7. The reasons behind this correlation are explained in-depth following a systematic identification of case studies and findings from practices in the next section.

Table (2) shows the results of the network analysis (Le Blanc, 2015) integrated with the connection between SDGs and PB based on the review of case studies.

Table 2: SDGs and PB: overview

Rank	Sustainable development goal	Number of other goals to which the goals is connected	Connection with Participatory Budget
1	12 - Ensure sustainable consumption and production patterns	14	
2	10 - Reduce inequality within and among countries	12	✔
3	1 - End poverty in all its forms everywhere	10	
4	8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	10	
5	2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture	8	
6	3 - Ensure healthy lives and promote well-being for all at all ages	8	
7	5 - Achieve gender equality and empower all women and girls	8	✔
8	4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	7	✔
9	6 - Ensure availability and sustainable management of water and sanitation for all	7	✔
10	11 - Make cities and human settlements inclusive, safe, resilient and sustainable	6	✔
11	13 - Take urgent action to combat climate change and its impacts	6	✔
12	15 - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	6	
13	16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	6	✔
14	7 - Ensure access to affordable, reliable, sustainable and modern energy for all	3	✔
15	9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	3	
16	14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development	2	

Source: Adapted from Le Blanc (2015)

Figure 1: Linkage among PB, targets and SDGs
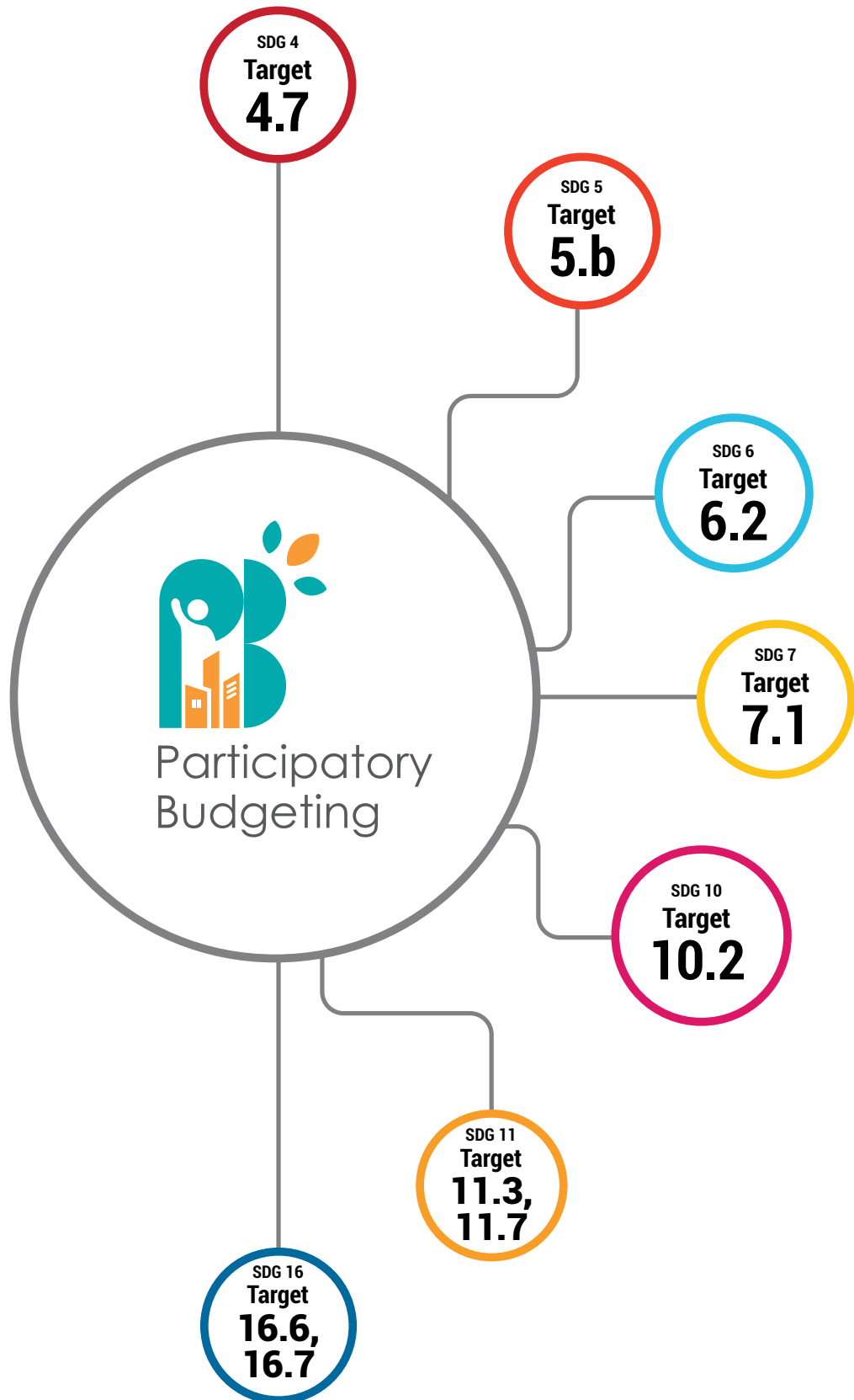
Source: Author's elaboration from Le Blanc (2015)

The performance of PB depends on local government capacities and technology, particularly those for information, consultation, and active participation.

SECTION
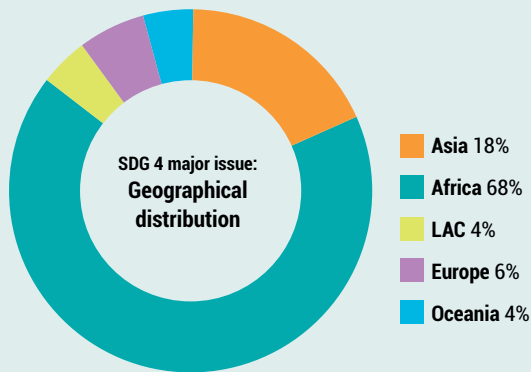**02**

Why PB matters in accelerating the SDGs

2.1 The many dimensions of PB and SDG linkage

Inequality persists in many parts of the world, representing one of the significant barriers to ending poverty. Sustainable development requires governments to invest in improving the quality of public goods and services, such as education and basic services, to fight inequality effectively. UN-Habitat asserts that: "inequality is multidimensional and cannot be viewed solely through the prism of income." In line with this, the Nobel Prize Joseph Stiglitz (2016) in his work Inequality and Economic growth stresses that "we need to focus not on what is happening on

average, as the GDP leads us to do, but how the economy is performing for the typical citizen". This performance is well evident, where rapid and uncontrolled urban growth is exacerbating the inequality related to education, health, and housing, among others.

Nonetheless, analysis of case studies in Latin America, Africa and Asia emphasises that PB may reduce this gap, especially with regards to the civic education and engagement of women and youthful population. PB serves as "citizenship schools",

SDG 4 major issue:
Geographical distribution

- **Asia** 18%
- **Africa** 68%
- **LAC** 4%
- **Europe** 6%
- **Oceania** 4%

SDG 4 is a challenge for 174 countries
It is a major challenge for 50 countries
Population involved: **1,567,306,929**

Why PB matters: Disseminates best practice of civic education, allowing being part of decision making to population without distinction, involving traditionally marginalized and disadvantaged social groups.

The Figure shows the geographical distribution (%), where the SDG 4 is a major issue.

spreading a new civic culture and knowledge (World Bank, 2007). Case studies in Penang (Malaysia), São Paulo (Brazil), Rosario (Argentina), Curahuara de Carangas (Bolivia), Huaccana (Peru), Mangaung (South Africa), and Yaoundé (Cameroon) confirm this statement. PB works as an engine to promote knowledge to everyone without distinction, facing inequality problems, especially those related to education involving marginalised groups, disadvantaged social groups (e.g. women, persons with disabilities), and tribal and indigenous groups especially in fragile contexts, rural neighbourhoods and disadvantaged settings (Cabannes, 2019). Thus, following our new and innovative multidimensional approach to SDGs, the citizenship school that comes with PB supports the achievement of SDG 4 and its target 4.7. *"By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development".*

The performance of PB depends on local government capacities and technology, particularly those for information, consultation, and active participation. Using Information Communication Technology (ICT) may fill the socio-economic, educational, cultural, and linguistic gap and create equal opportunities and benefits for the progress of society. This is raised from the best practices of digital participatory platforms for civic engagement. These policies are known through the definition of "e-Government", defined as: "the electronic handling of administration and democracy processes in the context of governmental activities by means of information and communication technologies to support public duties efficiently and effectively" (Wirtz and Daiser, 2017). Practices of governance in OECD countries cities, like Paris and Madrid, demonstrate that new digital tools like digital platforms are fundamental as they help local officials to effectively and rapidly attract people in the decision-making process. ICT application gives the chance to connect communities widely and manage in a better way the interaction between public administrations with citizens in both physical and digital space. The new digital era has shaped the current social dynamics. ICT
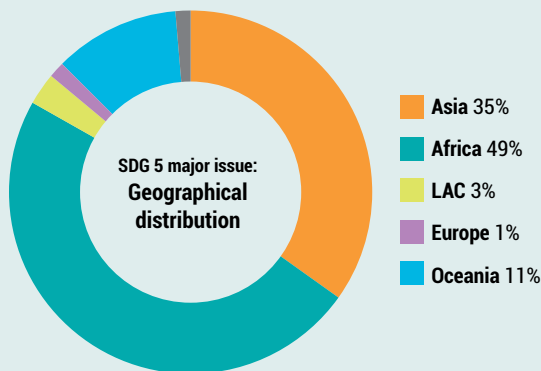
can support urban governments and PB exercises the same way it facilitates globalization through enabling people to interact, share ideas, find quick solutions easily, and, therefore, more likely to respect 'others' rights based on a cultural exchange. This is the foundation of what is recently labelled as smart governance (UN-Habitat, 2020). Most importantly, PB may reduce the digital divide and thus, the gap between those who have and have not accessed to ICT (Coscia et al. 2020). Digital technologies have the potential to serve people, improve living and working conditions. Nonetheless, experiences show that combination with offline activities is a proper fitted strategy to avoid social biases, especially in the most improvised settings.

The innovative practices in this field may influence SDG 5 and its target 5b: "Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women". This diffusion without obstacles create a comfortable environment to tackle digital divide within and among local communities, and consequently impacting on the protection of human rights as described in the Charter of Human Rights and Principles of the Internet by the Office of the United Nations High Commissioner for Human Rights (OHCHR). This opens up new possibilities to implement innovative ways of respecting and protecting human rights by transforming the way of interacting with citizens. This also creates the positive condition to impact the SDG 10 and its target 10.2: *"By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status"*.

"Urbanization is one of the global megatrends of our time, unstoppable and irreversible". UN-Habitat (2016) evaluates that each day approximately 160,000 people migrate from rural to urban areas. The motivation of this massive movement of people was theorised early by the economist Tiebout (1956). In his work "A Pure Theory of Local Expenditure", the author explains the mechanism empirically behind the migrations to cities, which

BOX 2: SDG 5 and 10: PB and INCLUSIVE POLICY

SDG 5 major issue: **Geographical distribution**

- Asia 35%
- Africa 49%
- LAC 3%
- Europe 1%
- Oceania 11%

SDG 5 is a challenge for 193/184 countries
It is a major challenge for 72 countries[2]

Population involved: **3,560,717,084**

Why PB matters: Foster ICT use and reduce the digital divide.

The Figures show the geographical distribution (%), where the SDGs 5 and 10 are a major issue.

SDG 10 major issue: **Geographical distribution**

- Asia 18%
- Africa 45%
- LAC 24%
- Europe 9%
- Oceania 4%
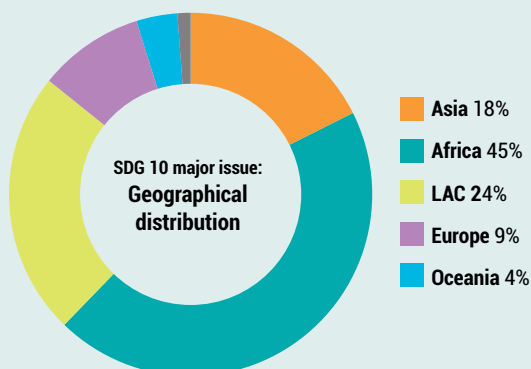
SDG 10 is a challenge for 193/152 countries
It is a major challenge for 85 countries[3]

Population involved: **5,848,077,431**

Why PB matters: Promotes equal access to decision-making process.

By 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and culture's contribution to sustainable development.

reflects people's preferences. Changing location is strongly dependent on a set of preferences, mostly referred to job opportunities, basic services, education, health services, housing and infrastructures. Currently, cities attract people from rural areas because they may satisfy those preferences better. Therefore, the capacity of government to address this growing demand is a crucial point of development agenda, influencing poverty, inequality, and environmental issues profoundly. This is not simplistically a technical and financial issue. Instead, it involves a new model of governance. Recent studies in China show how this may fill the gap of basic services, creating a new approach to infrastructural decision-making. Findings from Chengdu (China) show how PB may reduce the spatial gap of public services among districts and increase social trust. Also, it helps the government to plan and implement projects and make more effective capital investments to allocate public goods, reducing social restrictions and differences among quarters within the city (Cabannes, 2019).

Global initiatives show that reducing social restriction is positively and significantly associated with local policy performances in terms of public services provision (Anderson et al. 2004). This calls for the linkage between PB initiatives and the SDGs (6 and 7) aimed at ensuring equal and sustainable access to basic services in a vulnerable situation, like sanitation and energy, (targets 6.2; target 7.1).

More than 2 billion additional people will live and work in current and new cities. The higher population rates are remarkably placed in African and Asian regions, where the rate is 3.44% and 2.78%, respectively (United Nations 2014). The complexity of this "Anthropocene Era" induces that urban planning, designing, and managing will be more oriented to explore cross-cutting approaches and participated forms of urban governance (UN-Habitat, 2020). Local communities and its participation, together with authority, will have a high more significant impact on how future city will be shaped. In this instance, there are several

BOX 3: SDG 6 and 7: PB and public goods

SDG 6 major issue:
Geographical distribution

- Asia 31%
- Africa 58%
- LAC 6%
- Oceania 5%
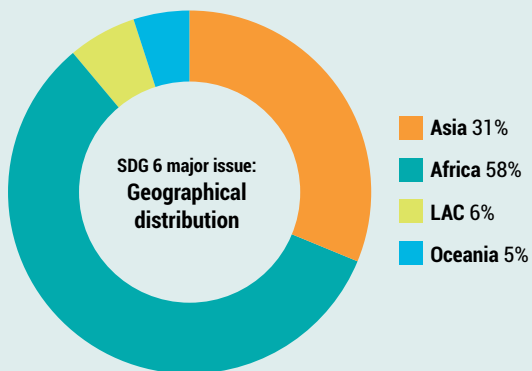
SDG 6 is a challenge for 193/184 countries
It is a major challenge for 80 countries[4]

Population involved: **3,776,400,648**

Why PB matters: Increases the government responsibility for public goods management and operations.
Impacts on social trust and public goods provision.

The Figures show the geographical distribution (%), where the SDGs 6 and 7 are a major issue.

SDG 7 major issue:
Geographical distribution

- Asia 16%
- Africa 71%
- LAC 3%
- Europe 3%
- Oceania 8%

SDG 7 is a challenge for 193/165 countries
It is a major challenge for 62 countries[5]

Population involved: **2,955,070,264**

Why PB matters: creates the right conditions to make more effective the budget allocation, management, and operations of basic services. Impact on social trust and public goods provision.

The performance of PB depends on local government capacity and technology, particularly those for information, consultation, and active participation.

SDG 11 major issue:
Geographical distribution
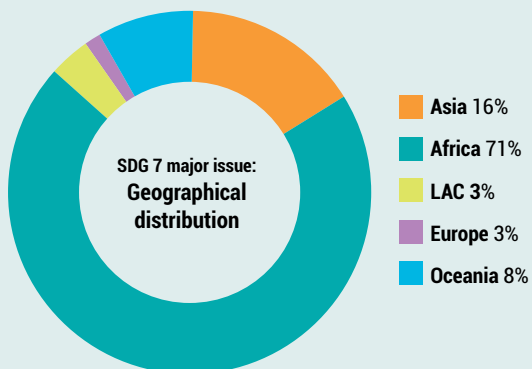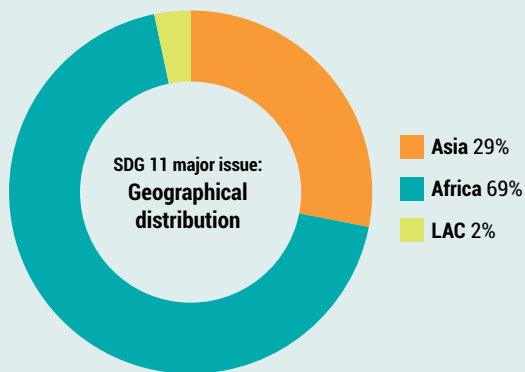
Asia 29%
Africa 69%
LAC 2%

SDG 11 is a challenge for 193/178 countries
It is a major challenge for 42 countries

Population involved: **2,735,846,736**

Why PB matters: fosters participated and sustainable urban planning and design. Helps the governance to face, inappropriate regulation, dysfunctional land markets, advising solutions to revitalize informal settlements.

The Figure shows the geographical distribution (%), where the SDG 11 is a major issue.

More than

2 billion

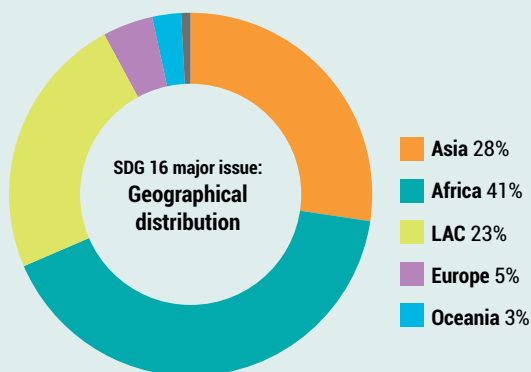additional people will live and work in current and new cities.

experiences of PB linked with the master plan and urban policies and experiments. This is the case of Cascais and Caminha Municipality (Portugal), Borbona (Italy) that have enabled holistically greater sustainability in local territories through reducing the footprint, making land and energy savings, protecting biodiversity and socio-diversity, while addressing the social dimensions of urban sustainability (Allegretti and Hartz-Karp, 2017). In developing regions, PB is also a policy instrument to face other local problems related to informal settlements. Since the first experiments in the late 1980s, thematic PB assemblies in Brazil have been introduced with the purpose of addressing problems of the poorest districts, advising proposals to revitalize informal settlements, planning open space and providing public amenities. PB serves as a driver to tackle the causes (e.g. inappropriate regulation) of the slum phenomenon. The prevailing unplanned urban growth in the developing regions needs to be comprehensively addressed thought city-wide strategies. This urges as a priority. It estimates that 220 million urban residents lived in these poor informal settlements in 2014 against the 93 million in 1990. In developing regions, it counted that 881 million of people resided in a place with poor access to basic services, and lack of durable housing and secure tenure (UN-Habitat, 2016).

Connecting planning with financial mechanisms and regulatory issues, PB is crucial to "make cities and human settlements inclusive, safe, resilient and sustainable" as indicated in SDG 11 and its targets (11.3; 11.7). This sheds a light on the importance of connecting local communities with public planning and urban management systems of both formal and informal settlements.

Gaps between the rich and the poor are partly the result of economic forces, but equally or more importantly they are the result of public policy choices, such as taxation, the level of the minimum wage, and the amount invested in health care and education. That is why countries whose economic circumstances are otherwise similar can have markedly different levels of inequality. Inequality is potential root cause not only for economic instability but also for social and political instability.

Contributing to face traditional patronage practices, social exclusion, and corruption PB may contribute to redesign power dynamics contributing to make society more harmonious and prosperous as evidenced in World Bank (2007). Four main factors link PB with SDG 16 and its targets: (16.6) *Develop effective, accountable and transparent institutions at all levels; (16.7)*

SDG 16 major issue:
Geographical distribution

- Asia 28%
- Africa 41%
- LAC 23%
- Europe 5%
- Oceania 3%

SDG 16 is a challenge for 172/193 countries
It is a major challenge for 109 countries

Population involved: **6,561,689,078**

Why PB matters: Promotes harmonious society, breaking down the barriers between government and citizen. Supports information flows and transparent procedure and institutions.

The Figure shows the geographical distribution (%), where the SDG 16 is a major issue.

PB is also a
policy instrument
to face other local problems related to informal settlements.

Ensure responsive, inclusive, participatory and representative decision-making at all levels. Those factors are: (1) direct citizen participation in government decision-making processes; (2) deter corruption through administrative and policy transparency; (3) improvements in public goods and services provision; and (4) a renewed civic and political culture in which local community would serve as democratic agents.

Importantly, PB is an innovator of democracy while improving the quality of the citizen/ government relationship, particularly in terms of local-level responsiveness to citizen preferences, improved accountability of public officials and elected representatives, better relationship, and more trust in government. To this end, PB is to be an instrument aiming at an egalitarian society, helping strengthen the consolidation of democracy by reducing the causes of inequalities.

2.2. PB and SDGs: evidence from a network analysis

The network analysis of Le Blanc (2015) stresses that SDGs are featured by dynamic patterns linking goals and targets through a sort of network. Following the international case studies, PB seems to confirm its distinctive attribute as a multidimensional policy tool abled to influence several targets directly. While adopting the network matrix and theory as reference, two main findings emerged: (i) overall PB is potentially connected to 7/17 SDGs; (2) PB may be linked to one or more targets simultaneously. Theoretically, this indicates that PB may influence directly one or more targets while impacting to other targets indirectly, and in general to other SDGs. (see figure 2).

Using a network analysis, theoretically PB:

- may impact the education field and its related target (4.7) while contributing to peaceful and inclusive societies at the same time (SDG 16). Following the map of Le Blanc (2015), the connection between target (4.7) and SDG (16) is intermediated by other target.

- may influence urban policy and its target (11.7), while improving the condition to make society more equal (SDG 10).

- may empower social, economic and political inclusion of the target 10.2, which may have positive spillover to make society more stable and harmonious (SDG 16).

- may reduce the digital divide and increase access to technology (target 5.b), while supporting communities to take significant steps towards equal society (SDG 10).

- may foster develop transparent institutions (target 16.6) and "responsive, inclusive, participatory and representative decision-making at all levels" (target 16.7). This creates a favourable environment to mitigate gender gap and empower the role of women and girls within the society (target 5.1 and SDG 5).

- may help governments to provide basic services (target 6.2). Achieving these targets may support transformative action to gender equality (SDG 5), while also improving the productivity of women and its role within

the society. Same argument is for energy sector (target 7.1) and its effect on reducing inequality (SDG 10), especially in rural neighbourhood and disadvantaged districts.

To this end, this dynamic interaction emphasises one key point: *one instrument may connect more targets and goals at the same time.* The figure (2) shows the network and geographically gives evidence of the regions, where PB may be an effective tool to accelerate the transformation toward 2030 Agenda.

We believe that similar analysis could be undertaken singularly by city leaders to find the best way to use PB focussing on SDGs as different places have different priorities and challenges, and they likely emphasise various goals and targeting based on circumstances. In particular, exploring those that have critical importance in a given place could inform if PB may support the governance or not. From a geographical analysis, it emerged that PB would be a critical instrument for many cities located in Latin America, African and Asian regions, where those SDGs are significant issues.

BOX 6. KEY QUESTIONS ON THE METHODOLOGY AND APPROACH

What is the meaning of the map?
Two are the key messages. Firstly, the 2030 Agenda is featured by dynamic and unexplored correlations among targets and SDGs. Finally PB may influence directly targets and indirectly more targets and SDGs simultaneously.

How do you select the targets influenced by PB and the linkages?
We follow strictly literature review and case studies of global initiatives of PB. The network map is based

on the theoretical analysis of UNDESA, which focuses on links between "thematic areas" (Le Blanc 2015).

Why PB is not connected with other targets?
To the best of our knowledge, the targets selected find evidence from initiative and similar experiences around the world.

How do you choose the regions where the SDGs are the major issue?
The data are extracted from Sustainable Development

Report 2019 (https://sdgindex.org/reports/sustainable-development-report-2019/)

How you select the targets influenced by PB in Escobedo?
This results from a theoretical framework and meeting with local authorities and officials in General Escobedo.

Can we include new targets and linkages in the map?
Yes, Indeed. This approach is very flexible and it depends on the place where it is adopted. Any place may have its own map.

BOX 7. HOW TO READ THE MAP

The figure (2) is an explanation of the dynamic mechanism behind the connection between PB and SDGs. PB is the fulcrum of the network analysis (grey bullet). PB has close linkage (grey line) with specific targets (coloured bullets). This is the result of the case studies and global initiatives investigated.

Following the approach of the network analysis (Le Blanc 2015), each of the targets influenced by PB may be indirectly connected with other targets and SDGs (hatched line). The red line connects the SDGs with countries, where those are a significant issue.

In figure (3), the analysis of General Escobedo gives

further evidence, showing both the direct linkage with targets (grey line) and the indirect connection with other targets and SDGs (hatched line). This results from the theoretical framework and the discussion with officials and the local community.

Figure 2: Network map among PB, targets, and SDGs
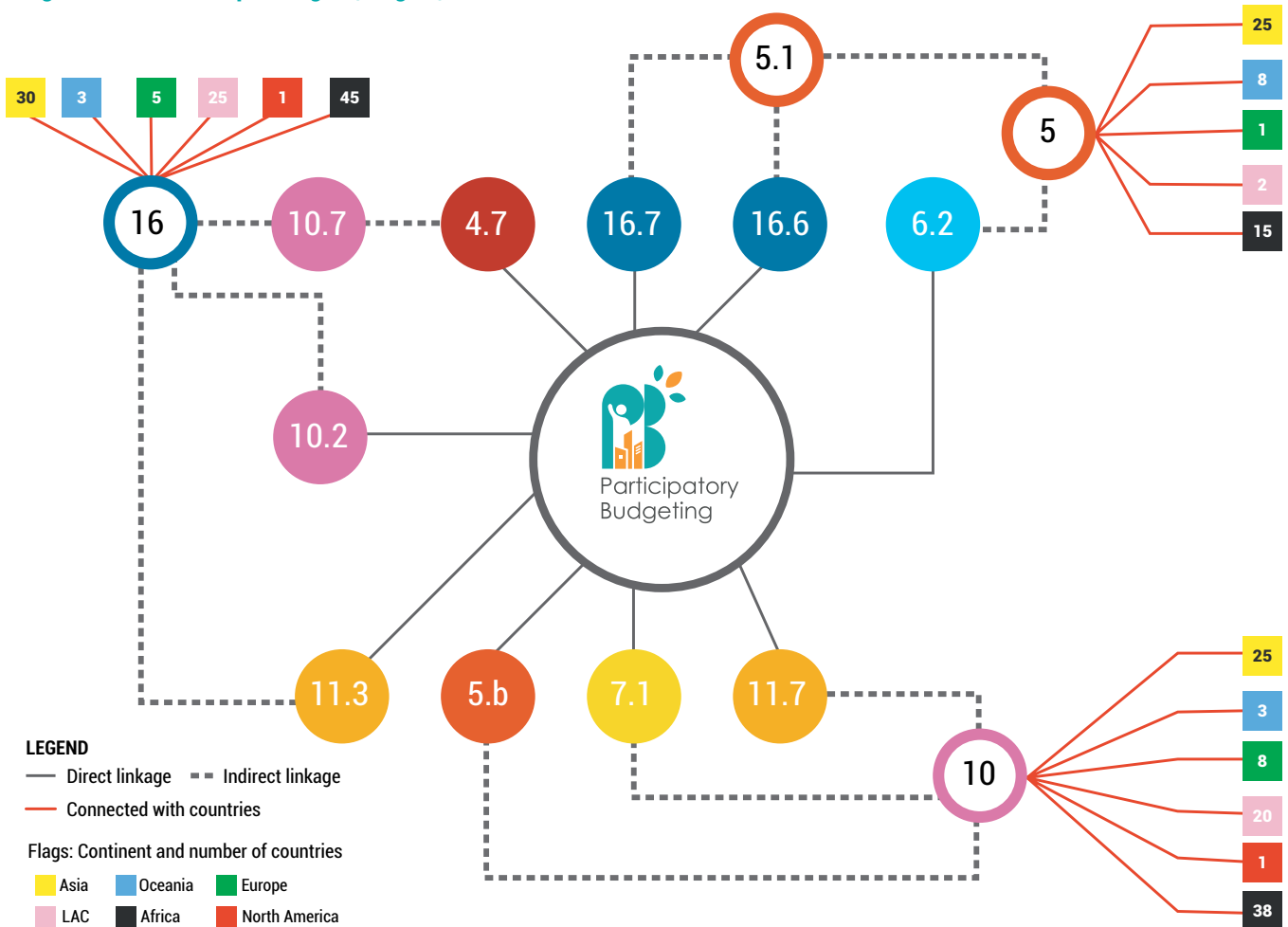
Source: Author's elaboration from Le Blanc (2015)

By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

SECTION

03

A case study: Piloting a New Approach to Accelerate Actions for Sustainable Development: The Participatory Habitat Initiative in General Escobedo, Mexico

The last United Nations General Assembly (GA) on 2019 will be remembered by occurring during the same time of the most significant massive global youth movement, which is demanding governments to give concrete and immediate answers to climate change. For the first time ever, the General Assembly was preceded by a youth summit on climate change on 21 September. The UN Secretary-General, Antonio Guterres, noted that "a series of powerful youth voices reminded us to hold our generation accountable. My generation has largely failed until now to preserve both justice in the world and the planet."

Exactly in this context, during the 30th anniversary of participatory budgeting, UN-Habitat, and the local Government of General Escobedo (Mexico) represented by the Mayor, Mrs. Clara Luz Flores who participated in the GA and who is also the

Mexican National Mayors Coordinator in security affairs, decided to innovate and take action through the launching of the Participatory Habitat Initiative. Through this new approach, they are showcasing to other city leaders around the world, a new pathway and methodology to address local and global challenges like the one of climate change.

For the first time, the citizens of this municipality can engage with their city on deciding over more than USD 1 million (40% of the city's own source revenues) on how to improve their city and accelerate SDG actions for a better environment, improved mobility, and security. Recently, the issue of security has emerged as one of the biggest challenges in Latin American cities.

Therefore, this initiative facilitates citizens to engage in several different ways with the Agenda

2030 of Sustainable Development and experience it in action as well. A simple way to explain the approach is as follows: to have a long-term impact, it is critical, that any effort or action made, can be repeated over the time so that it consolidates with it, through a process of iteration. Participation and inclusion is a pathway that would not happen from one day to another; it needs repetition and time to allow its consolidation, which is possible while using PB as a vehicle. Nonetheless, to maximize and make more efficient this participatory approach, it is critical and resourceful to align it and use the already generated knowledge and guidelines that the Agenda 2030 provides, so that the efforts and actions can be guided with the SDGs. With this initiative, people are able to learn about the Agenda 2030 and see concrete and immediate outputs from their participation.

Moreover, working directly with cities budget works also as an incentive to engage, as this economic component is a guarantee that concrete ideas and proposals will be implemented. If cities repeat this process every year, then the participation and engagement of citizens can also be improved.

The Participatory Habitat Initiative in General Escobedo uses a digital platform that integrates available information and communication technologies (ICT) that allows citizens to enhance their knowledge in sustainable development, and to create and vote online for proposals that responds better to their needs and interests. The initiative's platform has many features that enhance the experience of traditional PB, for both citizens and the government. Citizens can find many resources related to the Agenda 2030 – videos, publications and news – which help them to learn and create proposals connected to the
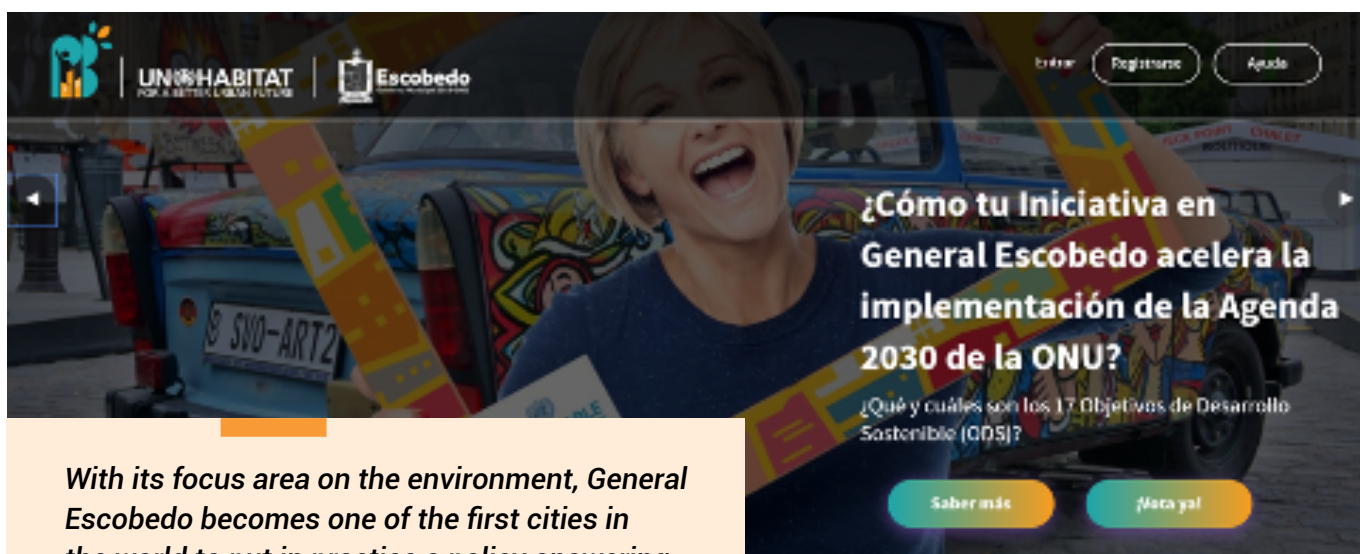
With its focus area on the environment, General Escobedo becomes one of the first cities in the world to put in practice a policy answering claims for climate change action. Besides, through the implementation of this Initiative, the city of Escobedo is applying, in practice, this papers new and innovative multidimensional approach to accelerate SDGs actions.

Sustainable Development Goals. Governments are modernized while embracing the new digital era that facilitates the interactions between citizens and their government. Besides, people can have access and interact with other proposals and ideas. Governments can also reach out to their citizens and understand them better, creating a channel to exchange and receive data and information to improve governance responses and prioritize areas of investment in following real-time citizen's preferences.

The implementation of the Participatory Habitat Initiative helps to advance SDGs in General Escobedo by:

2030 agenda is universal with no mutually exclusive but interconnected goals, and targets, but SDG 4 is particularly central as a pre-requisite to achieving progress on all the other SDGs. The Participatory-Habitat Initiative aims to support and facilitate an environment for education for sustainable development as it opens a space for debate and share of ideas related to their city.

"Education is a fundamental right and the basis for progress in every country. [...] With partnership, leadership and wise investments in education, we can transform individual lives, national economies and our world." **Ban Ki Moon,** Former United Nations Secretary-General

QUALITY EDUCATION

SDG 4 target 4.7

By 2030 ensure all learners acquire knowledge and skills needed to **promote sustainable development**, including among others through **education for sustainable development and sustainable lifestyles,** human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and culture's contribution to sustainable development.

The initiative can be implemented in "in" and "out of schools" contexts. An example of how the initiative support education for sustainable development occurs in the classroom of public schools where the initiative was brought. The primary purpose of these workshops done in General Escobedo schools is raising awareness within the youth about the current challenges and incentivizing them to raise their voices and engage in public matters. Thus, the Initiative wants to support preparing the tomorrows leaders and citizens to have a positive role in their societies. This confirms the role of PB as *"citizenship schools",*

School classrooms provide the opportunity to reach a great number of youths in the city. As the school classrooms are the spaces where students gather within the leadership of educators, it is also a great place for teaching for sustainable development with the support of a practical exercise like the Participatory Habitat Initiative. Considering that the initiative is thought to be implemented in a yearly basis, it gives an opportunity for young people to experience in practice, how participation can shape their cities through the wining projects and proposals that will be implemented as well as a valuable experience for educations, to teach and guide for sustainable development. Nevertheless, it needs to be considered additional engagement activities with youth that are not attending schools. The latter,

can be supported by partnering with civil society organizations that already work with young people that are not attending schools.

GENDER EQUALITY

SDG 5 target 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

The Initiative in General Escobedo allows men and women, with no gender restriction, to participate and engage directly with city decisions. As a part of the gender equity pathway to achieve gender equality, it is fundamental to support women's empowerment and girls' leadership by opening and enabling different opportunities for inclusion and participation.

Gender equality embraces a multi-dimensional and intersectional view on inequalities between women and men and young girls and boys. Nevertheless, a central aspect of gender equality involves equal access and control over resources, opportunities, benefits, and socially valued goods. It involves the recognition of gender specific needs and concerns. Thus, the initiative in General Escobedo supports that women to have more information, tools, and a better environment to raise their voices and, propose and support projects that better adjust to their needs and preferences. Once again, for achieving gender equality, it is needed to have policies that can be maintained, repeated, adapted, and improved over the time as the process of women's empowerment is also consolidated over the years. So, doing Participatory Budgeting with a gender focus, in a yearly basis, means a sustainable pathway option to support gender equality.

REDUCED INEQUALITIES

SDG 10 target 10.2

By 2030, empower and **promote the social, economic and political inclusion of all,** irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Promoting social and political inclusion is central to sustainable development. However, the challenge around the world still remains when trying to apply the principles, guidelines, and theories into the practice. Thus, the initiative in General Escobedo is putting in practice a theory of social inclusion in the city decision making process, and it is aiming to improve its practical and theoretical approach through its implementation.

Moreover, it gives the citizens in General Escobedo an opportunity to experience and become aware that they can directly participate and decide on public matters without the restriction of their age, sex, disability, race, ethnicity, origin, religion or economic or another status. Nonetheless, it is foremost essential to recognize that most of the vulnerable people that traditionally are not part of the public decisions also need information, incentives, and time to engage in public matters effectively. Thus, it is essential to generate awareness among all the society members, but mainly, more efforts are to be made within the most vulnerable groups. In the case of General Escobedo, the awareness is being generated through different activities such as workshops, public events, social media live stream, and the use of different tools like the online platform, surveys, and videos, among others. These activities are carried out to disseminate the inclusion and participation principles of the initiative and invite them to take a more positive and active role in their city.

SUSTAINABLE CITIES AND COMMUNITIES

SDG 11 target 11.3 - 11.6

By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

Citizenship is one of the main aspects for achieving sustainable development. For having active citizenship, cites and public institutions need to promote a space for participation that would allow people to bring all the local experience and innovation that can support to better plan and manage their communities.

Through PB and the initiative in General Escobedo, citizens take a more active and dynamic role in the management of their cities. One key aspect to consider is the benefit of PB that allows people to manage their cities as it is not a mere consultative process. It also involves real money for concrete actions.

Therefore, by being included in the public budget decision-making process, this is a crucial step for enhancing citizen's empowerment. Nevertheless, when speaking about a participatory and integrated approach, no voices must be left behind, so including digital technologies for raising the voices of citizens and having a legitim process, is critical for real and sustained development. Nonetheless, it is the same important to maintain the traditional ways of face-to-face meetings and opportunities for sharing ideas in this way and even

to map and target specific groups that traditionally tend to participate less.

Furthermore, better planning and management in all cities require the necessity of understanding the real-time needs of citizens. It is well known that urbanization has highly increased over the last 50 years, doubling the population size in many cities around the world. Thus, citizens' necessities proportionally have increased, and more requirements for public services and infrastructure is required for the correct function of the city systems and subsystems. However, many cities today still work with the same planning programs of years ago, and that was not adapted to the real-time increase and situation of the city. Before the development of some technologies from the 21st century, it was much more challenging to carry out a mapping of all needs in a city as it would require a large number of local staff or volunteers to go from neighbourhood to neighbourhood asking about their own needs. However, with PB and today's available technology, theoretically speaking, if PB is implemented and accounts with the participation of the whole city, through data science, it would be possible to have a comprehensive understanding of all citizens needs in the whole city, regardless if it is a city of more than 1 million of inhabitants. This would then support having the correct data to have inclusive planning and management of cities and done every year, PB will continue providing data for the monitoring of the planning process and for adapting to the rapid changes that cities face.

CLIMATE ACTION

SDG 13 target 13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

As previously mentioned, this initiative occurs also as a consequence of the importance that local governments have on taking climate change actions. Through the Participatory-Habitat Initiative in General Escobedo, it is possible to share knowledge for sustainable development (impact in target 4.7), which supports raising awareness and better understanding, climate adaptation, and mitigation issues.

For generating the needed awareness in climate change in society to promote behavioural changes, it is critical to also include the use of digital technologies that have the potential to reach a large number of citizens that are using social media and technology in their daily activities and that are influenced by these. Therefore, the awareness strategies should contemplate the integration of technologies that will facilitate the introduction of this critical humankind challenge and component of the agenda 2030, of taking climate action.

Moreover, it is urgent that citizens and public institutions all around the world increase their environmental knowledge to be more proactive and effective when addressing climate change. Enhancing climate change education

could also be more effective if the process of learning is more pragmatic and if is done by directly experiencing it in their cities. Therefore, through this initiative, citizens in General Escobedo can have access to an online UN-Library with climate change related knowledge and share ideas on how to improve the environment and look at other's proposals, and finally, voting for projects that could benefit the environment of the city. So, it is a process of both, climate change awareness and action.

The current stage and delicate situation on climate change also require a bottom-up innovation approach. One crucial element of the initiative is that it provides an opportunity to collect ideas and data from citizens on how to improve the environment.

Nevertheless, it is essential to bear in mind that climate change requires all government institutions at different levels, the private sector, civil society, and all stakeholders to take immediate action and play a constant active role. General Escobedo's PB initiative with a thematic area in the environment illustrates how any local government in the world can follow this approach and take climate action and finance it with its revenue funds. The implementation of this approach can be added to any other strategy that governments are implementing, as this approach alone could not be enough. Nonetheless, through this methodology, there is a unique benefit of opening an interaction and dialogue between and among citizens and government, so everyone can learn, engage, and take more active roles in climate action.

PEACE, JUSTICE AND STRONG INSTITUTIONS

SDG 16 target 16.7

Ensure responsive, inclusive, participatory and representative decision-making at all levels

One of the main long-term objectives of the initiative is to support achieve public institutions that are aware and responsive of citizen's needs based on a participatory and inclusive process of decision making.

With Participatory Budgeting, local governments incorporate a public policy that is not discriminatory (target 16.B), and that allow the inclusion and participation of citizens for policy decision making (target 16.7). At this point, it is crucial to recognize the value that technology can offer. While it is impossible that everyone in society can participate effectively at the same time in the same place, it is not impossible also to extend spaces and times for participation. Traditional forms of engagement with public institutions are representative and usually limited to a group of people at a specific place and time. Having limitations of place and time for people to participate can be reduced when applying different options that expand the possibilities for citizens to raise their voices and become part of the decision-making process. Although there is much debate around the differences in the quality of online and offline participation, it is a fact that the combination of both approaches is convenient as each one may favour better different persons.

The combination and articulation of these actions aim at building more reliable, transparent, and accountable institutions (target 16.6) that are effective by integrating an interlinked and multidimensional approach for addressing the nowadays city's dynamic and improving the local government's service response (16.6.2).

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General Escobedo's Participatory Habitat Initiative influence SDG directly but also proves how it has an impact, and there is an interlink within SDG through its targets.

Following a networking analysis, we may assert that, mainly, but not exclusively, the Participatory Habitat Initiative in General Escobedo:

- May impact education field and its related target (4.7) while contributing to peaceful and inclusive societies at the same time (SDG 16); According to the theoretical framework, this linkage may be intermediated by another target.

- May ensure women's full and active participation and equal opportunities for engaging at all levels of decision-making in political (target 5.5). This may have a robust-substantial impact on inclusive society, especially with regards to social and political inclusion (SDG 10).

- May empower social, economic and political inclusion of the target 10.2, which may have positive spillover to make society more stable and harmonious (SDG 16).

- May make the city more sustainable (target 11.3), reducing the impact of massive urbanisation on the environment (target 11.6). These achievements may create a fertile soil to protect people, build the resilience of poor community, and make citizens less vulnerable as envisioned by SDG 1 and make society more peaceful (SDG 16).

- May foster "responsive, inclusive, participatory and representative decision-making at all levels" (target 16.7). This creates a favourable environment to mitigate gender gap and empower the role of women and girls within the society (SDG 5).

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Figure 3: Network map among PB, targets, and SDGs in General Escobedo

LEGEND
— Direct linkage
-- Indirect linkage
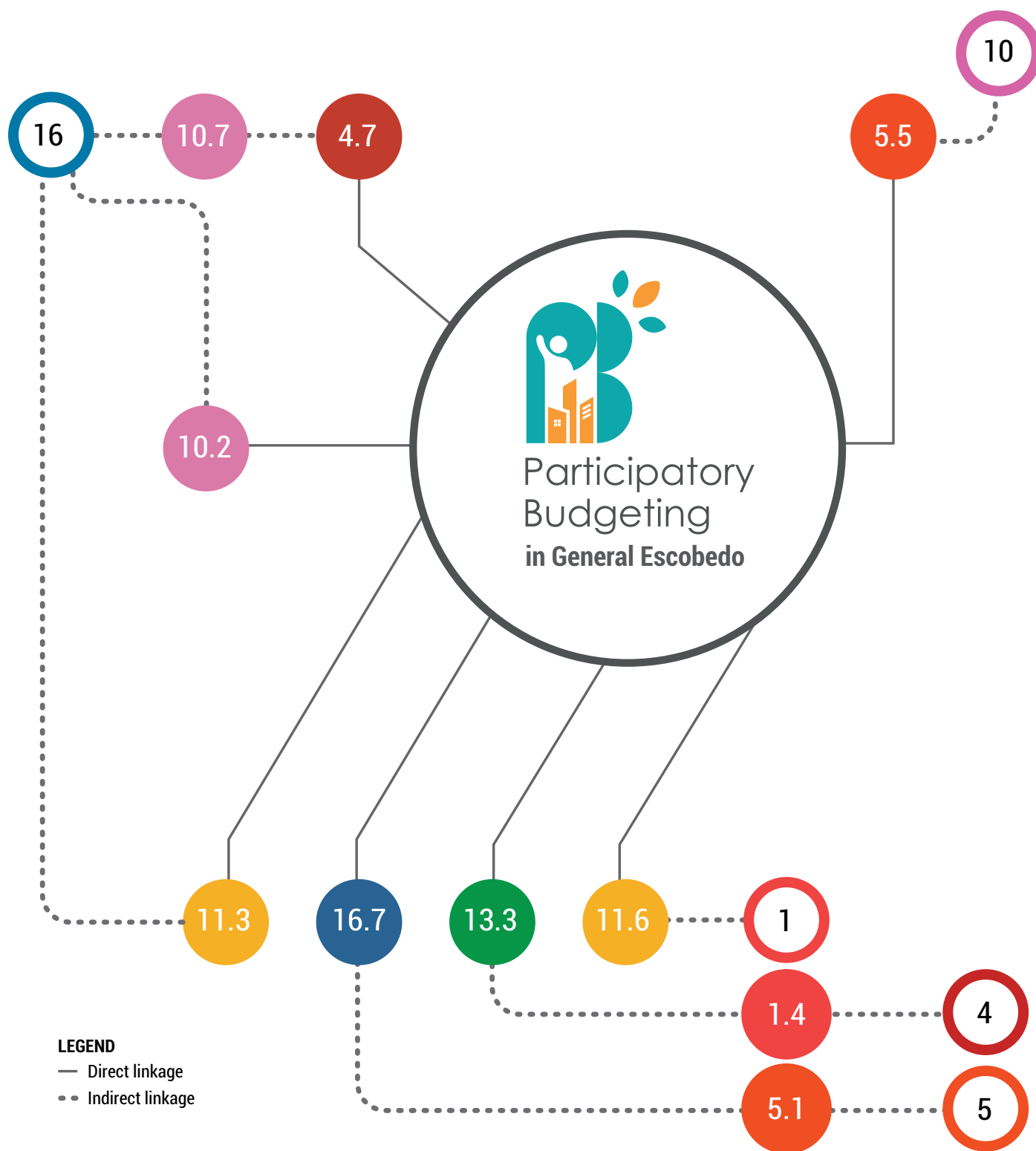
Source: Author's elaboration from Le Blanc (2015)

The system needs more efforts in terms of human resources, capital, engagement and information flow. In this term, the complexity of this approach generates costs and benefits for local governments.

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The main lesson for the acceleration of SDG actions by using innovative PB

Comparative studies allow reflecting on the factors from which may depend on the success of cross-cutting approach to SDGs through multidimensional PB. Experiences point out that balanced mixture of factors may affect the approach. These factors may include (i) consolidated institutional and political will to open part of their budget to public discussion, (ii) social actors' self-organizing capacities, (iii) rigorous participatory organizational design and financial commitment and autonomy of the institutions, (iv) promotional campaign to disseminate information using diversified communication channels like website, social networks, issuing letters, informative papers.

World Bank (2007) integrates those success factors with other considerations on how social changes may favour the adoption of the cross-cutting approach in many places around the world:

- Civil society and the right movement has developed more rapidly. This may play a meaningful public pressure role in decision making in countries that faced a broad array of transition issues. Today organized civil society is viewed as key actors to help the government in the delivery of services.

- The spread of social media has facilitated the information and cross-border exchanges and exposure to successful international practices.

- The debate on to fill the SGDs gap has been creating the right condition to explore new practices for allocating capital budget resources both in larger cities and smaller cities or villages.

Following this, technical and institutional, and relation capacities are prerequisite to adopting a PB focussed on SDGs. Those may be gathered in five main areas:

1. *Legal foundation:* Existing laws should allow and preferably promote civic participation in local policy decisions.

2. *Bureaucratic competence:* The municipal administration should be staffed by a substantial number of technically qualified employees.

3. *Sufficient resources:* PB needs to be aligned to local fiscal realities.

4. *Representation:* All key stakeholders need to be identified, to ensure broad-based representation of all sections of society.

5. *Social capital:* The locale should possess civil society associations, preferably disposed to participate in urban affairs, organized in networks, and relatively autonomous.

To this end, the system needs more efforts in terms of human resources, capital, engagement and information flow. In this term, the complexity of this approach generates costs and benefits for local governments. The table give evidence on the main items to implement a PB.

Table 3: Costs and benefits of the approach

	Costs	Benefits
1	Finance technical capacity and training	Accelerate SDGs, treating more targets simultaneously
2	Review law and regulation (e.g. National mandate and financial autonomy	Make more effective the mobilization of resources (e.g. own-source revenues)
3	Invest to make more dynamic the bureaucratic structure	Lead public orientation a public goods provision
4	Upgrade the ICT infrastructures and operations (e.g. data collection, processing, and monitoring)	Foster inclusiveness and civic culture
5	Provide incentive to induce citizen interest, avoiding social bias	Break down barriers between citizens and government (mutual understanding and communication)
6	Allocate resource to public relations campaigns and media involvement	Contribute to increase effectiveness and legitimacy of local government

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According to international case studies, and the Escboedo Participatory Habitat Initiative, PB makes possible this interaction, promoting new ideas, knowledge, and models to find solutions to local problems that can also solve global issues

Conclusion

Edward Glaeser in his Triumph of cities, asserts: "cities are sites of interaction and innovation". According to international case studies, and the General Escobedo Participatory Habitat Initiative, PB makes this interaction possible, promoting new ideas, knowledge, and models to find solutions to local problems that can also solve global issues.

Originally PB was instituted to address immediate investments. The flexibility of "rules of the game" and the capacity to achieve more equitable and sustainable targets makes PB a suitable instrument of local policy, by which addressing a greater complexity of changing cities around the world. PB is a promising multidimensional instrument to accelerate many of SDGs and support governments to reach targets of 2030 Agenda. From the analysis of the network between SDGs and targets, two main theoretical lessons emerge: (i) PB is directly linked with 7 SDGs; (ii) PB can face more targets and SDGs simultaneously.

As UN-Habitat strategic plan 2020-2030 calls, more strategic and integrated approaches are a priority to take action for addressing the challenges of SDGs. This requires a paradigm shift to develop and restore effective urban governance both in law and in practice. From the analysis emerged that knowledge about the PB practices may shape new a model of governance in place. This may enable a transformation of local policy to ensure effective outcomes in line with the 2030 Agenda for Sustainable Development by adopting a multidimensional instrument networked with SDGs and targets at the same time. This is the crucial lesson from the Participatory Habitat Initiative, which opens up an innovative pathway to accelerate that transformation towards achieving the SDGs, ensuring *"no people left behind"* as the foundation of United Nations mission.

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