Part III

// Embarking on your Sustainability Journey –

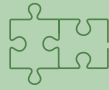
7 STEPS INWARD–OUT

01 BASELINE & VISION
02 MAPPING SD ACTIVITIES
03 LINKING SD ACTIVITIES TO SDG TARGETS
04 MAPPING GOVERNANCE & CAPACITIES
05 MAPPING REGIONAL CHALLENGES
06 ALIGNMENT
07 GAP ANALYSIS

Overview of the Implementation Process (Inward-out)

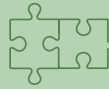| STEP 1 Shared Vision	STEP 2 Mapping SD Activities	STEP 3 Linking Activities to SDG Targets	STEP 4 Mapping Governance & Skills	STEP 5 Mapping Regional Challenges	STEP 6 Alignment	STEP 7 Gap-Analysis
• What does sustainability mean to us? • To which transformation modus (–» Table 14) can our subsystems, such as administration and different faculties, be assigned? Subsystems can be assigned to different modes. • Is SD already part of our strategic orientation? • Does our institution's vision refer to SD? And if so, where and how? • Do we already implicitly refer to SDGs in our value statements? And if so, which SDGs are we referring to? • Who are our trailblazers? In which areas do we find them? • Do our internal stakeholders discuss specific SD-related topics? If so,	• What SD activities are we already conducting in our core areas (education, research, outreach & partnering, entrepreneurial activities, governance and campus operations)? • Can these activities be grouped into thematic focus areas?	• Which of our ongoing SD activities contribute to what SDG target(s)? • Which SDG target(s) are reoccurring and thus could function as focal areas?	**Capacities** • Which capacities are most important for achieving the identified SDG target(s)? • Do we already possess this capacity, or do we have to build it/develop it further? • What capacities do we need to develop to move towards our institutional vision? **Governance** • What are our current governing structures (offices, networks, etc.)? • Who has the right to make decisions? Who is allowed to participate in decision-making processes? • Who controls what activities? Is this transparent?	• What challenges does our region face today and in future (next 20 years)? • Are regional stakeholders aware of the regional challenges and intend to act to overcome these (problem ownership)? • Are these discussed among or supported by the regional stakeholders? • Which targets help to minimise risks and challenges in our region? • How is the societal climate towards SD?	• What are our key findings from the previous steps? • Can we group these in separate 'blocks', for example, using the SDS4HEI framework model? • What do we want to visualise for what purpose? • What form of visualisation is easy for us to realise?	• Do our focus areas (clustered targets in current actions) align with the main regional challenges? • Do important regional SDG targets exist that we are not addressing (gaps)? If so, what are these? • Do we have the capacity to address these? • If so, what are possible new/modified actions/measures in our core areas addressing or contributing to these targets? • Are we aware of any important target(s) that the region is not yet aware of and that we need to communicate? • How can your actions go beyond your region

GUIDING QUESTIONS

STEP 1 Shared Vision	STEP 2 Mapping SD Activities	STEP 3 Linking Activities to SDG Targets	STEP 4 Mapping Governance & Skills	STEP 5 Mapping Regional Challenges	STEP 6 Alignment	STEP 7 Gap-Analysis
what issues are currently discussed? • How do we envisage to orchestrate the process of SD implementation? • What is the culture like in our region? What are the values, beliefs and attitudes towards SD? • What is it that we want to sustain in supporting best quality of live in our region? • What is our shared vision of SD? What does a concrete image of a sustainable HEI look like?			• How is SD embedded in your organisation's rules and regulations? • Have SD-related incentive systems been established? • Who are the actors currently involved in SD? • To what extent do the existing governance structures and modes of governing facilitate or impede SD?			and positively affect a global scale

NOTE(S)

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
A shared vision is the prerequisite for all strategic SD activities. It entails values, beliefs and narratives concerning SD and thus gives meaning to actions and motivates stakeholders to become active		Instead of referring to SDGs, take a closer look at the sub-targets of the respective SDGs. Connecting these targets to regional challenges and potentials will make sustainability goals more feasible.	**Capacities:** The framework helps you to identify the most relevant capacities to reach a certain SDG target in a specific implementation area. By analysing the different variables that make up a capacity, you can figure out what your HEI needs to work on to strengthen this capacity.	Although climate change is a global challenge, regional efforts can make the SDGs more feasible. The combination of sustainability and regional development can facilitate sustainable ecosystems.	The process of getting there is more important than the visualisation itself, as it entails thoughtful reflection on the insights gained. Nevertheless, visualisations facilitate internal and external communication.	The Gap Analysis is no means to its end but an instrument to identify areas of improvement. Forasmuch, it should cover all core functions of your HEI while accounting for the regional context.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
Shared Vision	Mapping SD Activities	Linking Activities to SDG Targets	Mapping Governance & Skills	Mapping Regional Challenges	Alignment	Gap-Analysis
			Governance: Governance structures and modes of governing moderate transformative actions at HEIs. They must be flexible and open enough to allow for change while offering stability.			In doing so, the focus is not on identifying every gap but pinpointing those your organisation can meaningfully contribute to narrowing-

Our Activities	Social	Economic	Ecological	Cultural	In line with vision	SDG targets addressed
Participatory Structures						
New Governance Structures						
Hiring sustaina-bility manager	++	0	++	+++		SDG target 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
New Modes of Governing						
Incentive Systems (internal/external)						
Rules, Regulations & Policy						

The SD measures described in the core areas will address multiple SDG targets simultaneously. There may be tensions and conflicts between these targets, but also synergies might be detected. As a next step, you should limit yourself to a few targets that can be implemented realistically and that align with the institutional vision. After this step, focus areas might manifest themselves in reoccurring SDG targets.

Linking Activities to SDG Targets

—» Which of our ongoing SD activities contribute to what SDG target(s)?

—» Which SDG target(s) are reoccurring and thus could function as focal areas?

Step 3
Linking Activities to
SDG Targets

> **Note**
>
> Instead of referring to the SDGs, you should take a closer look at the sub-targets of the respective SDGs. Connecting these targets to regional challenges and potentials will make sustainability goals more feasible.

TOOLS

Tools for Linking SD Activities to SDG Targets

- **17 SDGs and their 169 Targets** (United Nations) (https://sdgs.un.org/goals)

- **Interactive Map of SDG Performance** (SD Report) (https://dashboards.sdgindex.org/map)
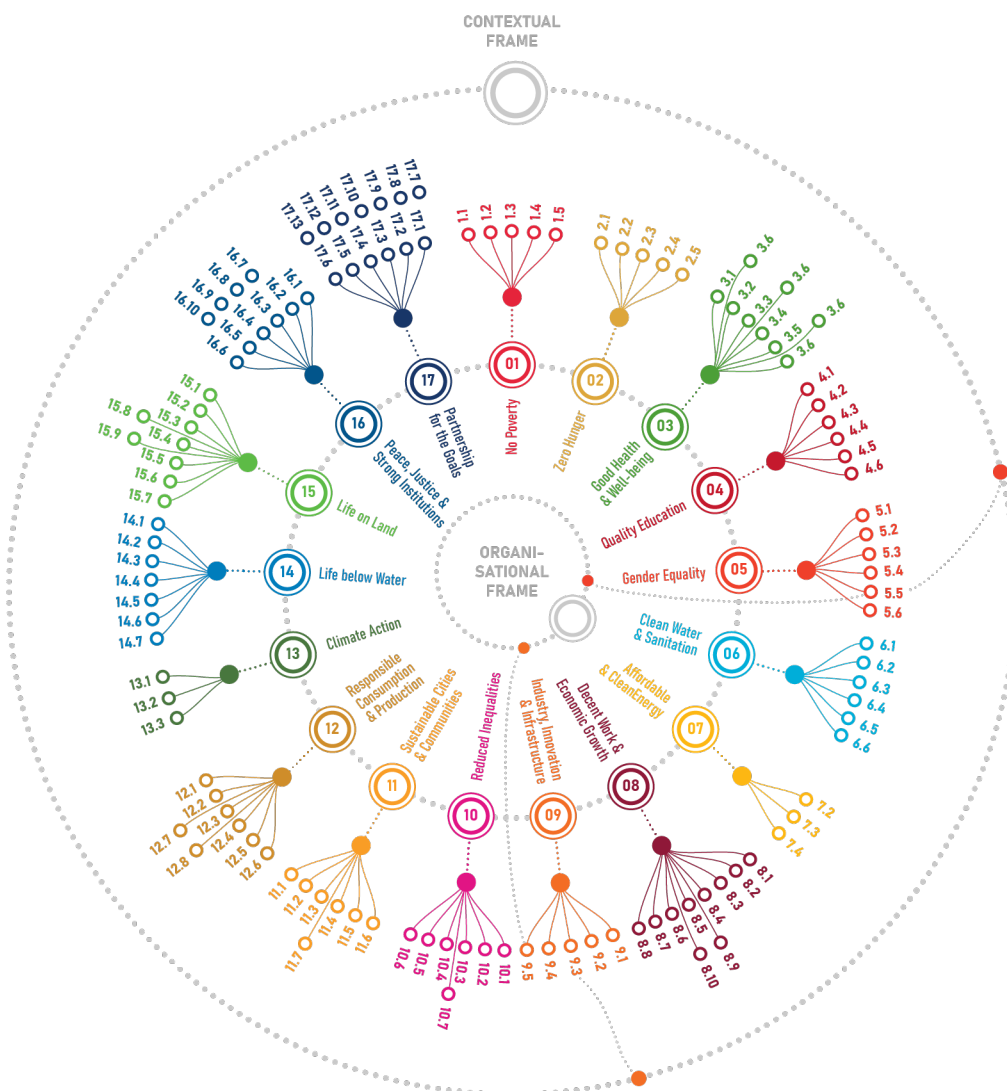
Tool 6.
Linking SD Activities to SDG Targets

Figure 5 illustrates the linkage of activities to SDG targets. The inner circle represents the organisational framework, while the outer one represents the contextual framework (see section 6.3). Between these two circles, the SDGs and their associated targets are displayed.

For instance, your organisation's SD activities are depicted as an orange dot and connected to SDG 5, target 5.5, which is to 'Ensure full participation in leadership and decision-making' (shown as a grey dotted line between the orange dot and the SDG target).

As detailed in section 6.3, a similar approach is taken concerning regional challenges, represented by orange dots in the contextual framework. While your SD activities and regional challenges may align, they can also diverge, as illustrated in the second example.

Figure 5.
Linking Activities
to SDG Targets

SDG 1. No Poverty		SDG 2. Zero Hunger		SDG 3. Good Health & Well-being	
1.1	Eradicate extreme poverty	2.1	Universal access to safe & notorious food	3.1	Reduce maternal mortality
1.2	Reduce poverty by at least 50%	2.2	End all forms of malnutrition	3.2	End all preventable death under 5 years age
1.3	Implement social protection systems	2.3	Double the production of productivity & income of small farmers	3.3	Fight communicable diseases
1.4	Equal rights to ownership, basic services, technology and economic ressources	2.4	Sustainable food production & resilient agricultural practices	3.4	Reduce mortality form non-communicable diseases and promote mental health
1.5	Build resilience ecological, economic, social disasters	2.5	Maintain the genetic diversity	3.5	Reduce and prevent substance abuse

SDG 4. Quality Education		SDG 5. Gender Equality		3.6	Reduce road injuries and death
4.1	Free primary and secondary education	5.1	End discrimination against women and girls (w/g)	3.7	Universal access to sexual and reproductive care, family planning and education
4.2	Equal access to pre-primary quality education	5.2	End all violence against and exploitation of w/g	3.8	Achieve universal health coverage

4.3	Equal access to affordable, technical, vocational & higher education	5.3	Eliminate forced marriage and genital mutilation	3.9	Reduce illnesses and death from hazardous chemicals and pollution
4.4	Increase the number of people with skills for financial success	5.4	Value unpaid care and promote shared domestic responsibilities		

SDG 4. Quality Education		**SDG 5. Gender Equality**		**SDG 6. Clean Water and Sanitation**	
4.5	Universal literacy & numeracy	5.5	Ensure full participation in leadership & decision-making	6.1	Safe and affordable drinking water
4.6	Education for SD and global citizenship	5.6	Universal access to reproductive health & rights	6.2	Open defection and provide access to sanitation …

SDG 7. Affordable & Clean Energy		**SDG 8. Decent Work & Economic Growth**		6.3	Improve your water quality, wastewater treatment and safe reuse
7.1	Universal access to modern energy	8.1	Sustainable economic growth	6.4	Increase water-use efficiency and ensure freshwater supplies
7.2	Increase global percentage of renewable energy	8.2	Diversify, innovation and upgrade for economic productivity	6.5	Implement integrated water resources management
7.3	Double improvement in energy efficiency	8.3	Promote policies to support job creation & growth enterprises	6.6	Protect & restore water-related ecosystems

SDG 9. Industry, Innovation & Infrastructure		8.4	Improve resource efficiency in production & consumption	**SDG 10. Reduce Inequalities**	
9.1	Develop sustainable, resilient & inclusive infrastructure	8.5	Full employment and decent work with equal pay	10.1	Reduce income inequalities
9.2	Promote inclusive and sustainable industrialization	8.6	Improve youth employment, education & training	10.2	Promote universal social, economic & political inclusion
9.3	Increase access to financial services & markets	8.7	End modern slavery, trafficking & child labour	10.3	Ensure equal opportunities and end discrimination
9.4	Upgrade all industries & infrastructure for sustainability	8.8	Protect labour rights & promote safe working enviro.	10.4	Adopt fiscal and social policies that promote equality
9.5	Enhance research and upgrade industrial technologies	8.9	Promote beneficial and sustainable tourism	10.5	Improve regulation of global financial markets & instruments

SDG 11. Sustainable Cities & Communities		8.10	Universal access to banking, insurance, financial services	10.6	Enhance representation for developing countries in financial institutions
11.1	Safe and affordable housing			10.7	Responsible & well-managed migration policies

11.2	Affordable and sustainable transportation systems		**SDG 13. Climate Action**	
11.3	Inclusive and sustainable urbanisation		13.1	Strengthen resilience an adaptive capacity to climate related disasters
11.4	Protect the worlds cultural and natural heritage		13.2	Integrate climate change measures into policies and planning
11.5	Reduce adverse effects of natural disaster		13.3	Build knowledge & capacity to meet climate change
11.6	Reduce the environmental impact of cities		**SDG 15. Life on Land**	
11.7	Provide Access to safe & inclusive green public spaces		15.1	Conserve and restore terrestrial & freshwater ecosystems

SDG 12. Responsible Consumption & Production		**SDG 14. Life below Water**		15.2	End deforestation & restore degraded forests
12.1	Implement the 10-year sustainable consumption & production framework	14.1	Reduce marine pollution	15.3	End desertification & restore degraded land
12.2	Sustainable management & use of resources	14.2	Protect and restore ecosystems	15.4	Ensure conversation of mountain ecosystems
12.3	Have global per capita food waste	14.3	Reduce ocean acidification	15.5	Protect biodiversity & natural habitats
12.4	Responsible management of chemicals & waste	14.4	Sustainable fishing	15.6	Promote access to genetic resources and fair sharing of the benefits
12.5	Substantially reduce waste generation	14.5	Preserve costal and marine areas	15.7	Eliminate poaching & trafficking of protected species
12.6	Encourage companies to adopt sustainable practices and sustainability reporting	14.6	End subsidies contributing to overfishing	15.8	Prevent invasive alien species on land and in water
12.7	Promote sustainable public procurement practices	14.7	Increase the economic benefits from sustainable use of maritime resources	15.9	Integrate ecosystem and biodiversity in governmental planning

| 12.8 | Promote universal understanding of sustainable life-styles |

SDG 16. Peace, Justice & Strong Institutions		SDG 17. Partnership for the Goals	
16.1	Reduce violence everywhere	17.1	Mobilise resources to improve domestic revenue collection
16.2	Protect children from abuse, exploitation, trafficking & violence	17.2	Implement all development assistance commitments
16.3	Promote the rule of law & ensure equal access to justice	17.3	Mobilise financial resources for developing countries
16.4	Combat organised crime and illicit financial & arms flows	17.4	Assist development countries in attaining debt sustainability
16.5	Substantially reduce corruption & bribery	17.5	Invest in least developed countries
16.6	Develop effective, accountable & transparent institutions	17.6	Knowledge sharing & cooperation for access to science, technology and innovation
16.7	Ensure responsive, inclusive & representative decision-making	17.7	Promote sustainable technologies to developing countries
16.8	Strengthen the participation in global governance	17.8	Strengthen the science, technology and innovation capacity for least developed countries
16.9	Provide universal legal identity	17.9	Enhance SDG capacity in developing countries
16.10	Ensure public access to information & protect fundamental freedoms	17.10	Promote a universal trading system under the WTO
		17.11	Increase the export of developing countries
		17.12	Remove trade barriers for least developed countries
		17.13	Enhance global macroeconomic stability