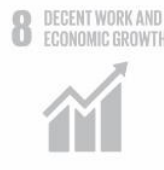



Voluntary Subnational Review



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1

**EXECUTIVE
SUMMARY**

1. EXECUTIVE SUMMARY

This preliminary version of the Voluntary Subnational Review is a first report on the activities that Oaxaca has carried out in relation to the implementation of the 2030 Agenda, as well as a space for reflection and self-evaluation that identifies the challenges and lessons learned. This exercise will be complemented by a methodology that enables the inclusion of citizens, academia and the productive sector to evaluate the implementation of the 2030 Agenda in the state and municipalities. Additionally, management and performance indicators will have to be built to allow monitoring and faithful monitoring of the implementation of the 2030 Agenda and its impact, in order to generate periodic evaluations of the work carried out in the state and municipalities.

OAXACA AND THE 2030 AGENDA

To continue with the commitment acquired by Mexico in the adoption of the 2030 Agenda, the Constitutional Governor of the State of Oaxaca, Mr. Alejandro Murat Hinojosa, published on February 9, 2018, in the Official Periodical the Decree that creates the Council for the fulfillment of the 2030 Agenda for Sustainable Development in the State of Oaxaca (hereinafter referred to as the State Council), to replicate and accompany this national effort through the creation of a follow-up and instrumentation body in Oaxaca.

The objective of this State Council is to coordinate the actions for the design, execution, and evaluation of political strategies, programs, and actions for the fulfillment of the 2030 Agenda, as well as to inform on the progress of its objectives, goals, and indicators. To develop the technical tasks in the exercise of implementing this agenda, two inter-secretarial auxiliary bodies were created: The Technical Work Committee and the Legal Group.

On June 22, 2018, the First Ordinary Session was held, where two relevant documents were presented and approved: The Operating Guidelines and the 2018 Annual Activities Plan.

Subsequently, on May 6, 2019, the First Activities Report was presented, within the framework of the Second Ordinary Session of the State Council, which had three main objectives: the presentation of the 2018 Activities Report, the formalization of the three Working Committees, and the signing of the letter of intent with the 10 municipalities as a pilot project with the German Cooperation for Sustainable Development in Mexico (GIZ).

SUBNATIONAL LEVEL

1. As part of the efforts at the subnational level, a diagnosis was made of the situation in Oaxaca to determine the level of linkage between the planning structure and the state priorities with the Sustainable Development Goals (SDGs):

- An analysis of the compatibility of the goals of the 17 SDGs with the objectives set out in the 2016-2022 State Development Plan
- An exercise to link the 97 indicators of the 2018 budget programs with the 240 indicators of the 2030 Agenda
- A classification of the 240 indicators of the 2030 Agenda according to the competencies, attributions, and scope of the 32 dependencies that make up the State Public Administration

2. The Legal Group made a proposal to reform the State Planning Law with the modification of 27 of its 121 articles, with the objective that the SDGs are considered in the planning process and that sustainable development is understood in its three dimensions: social, economic, and environmental.

3. The 2016-2022 State Development Plan is the governing document of public policy in Oaxaca. Currently, work is being done to update this plan with a focus on sustainability framed in the 2030 Agenda.

4. In 2018, the 12 sector plans, which establish the priorities, objectives, goals; as well as the current expenditure and investment estimates of each sector for the fulfillment of its objectives, were aligned in its strategic framework to the 2030 Agenda.

5. Three trainings were carried out during 2019 related to the implementation of the 2030 Agenda for state public officials, municipal authorities, the staff of the Technical Liaison Modules, and for students of the Economics Department at the Benito Juarez Autonomous University.

MULTI-ACTOR ALLIANCES

1. The methodology for the inclusion of civil society, academia, and the productive sector was set up through which three Working Committees have formed: 1) Social Inclusion, 2) Economic Growth and 3) Environmental Sustainability, considering the three dimensions of sustainable development. These committees are integrated by representatives of state agencies, civil society, academia, and the productive sector. They aim to be a space for public policy innovation.
2. The Government of the State of Oaxaca has a technical cooperation agreement with the GIZ, which has the purpose of contributing to the implementation of the 2030 Agenda at the state and municipal level so that the vision of sustainable development is adopted for the fulfillment of the SDGs.

MUNICIPAL LEVEL

1. As part of the technical cooperation with the GIZ, the Municipal Sustainable Development Plans Guide was prepared, which has as its main objective to guide the municipal governments in the preparation of the Municipal Development Plans with a participatory approach and sustainable development.
2. Likewise, in this same cooperation, a pilot sample of 10 municipalities was chosen to work in a coordinated manner with the GIZ and the Technical Work Committee in municipal planning, the prioritization of works and citizen participation.
3. In order to strengthen the implementation of the 2030 Agenda, 547 Municipal Social Development Councils have been installed, which are spaces for a plural and inclusive participation and dialogue for the implementation of this agenda and are constituted as instances of linkage of the three levels of government, the social, and private sectors.

STRATEGY FOR COMMUNICATION AND DISSEMINATION OF THE SDGs

The dissemination and communication of the SDGs and the different elements that make up the 2030 Agenda is a fundamental element for its implementation. To this end, a Communication and Social Diffusion Strategy was established in the 2018 Annual Activities Plan with the following lines of action:

- a. Create a website on the 2030 Agenda in Oaxaca, which serves as an archive of documents of interest and for the dissemination of specialized news
- b. Develop an imaging manual that guides the design of communication products related to the 2030 Agenda in Oaxaca
- c. Manage the publication of messages related to the SDGs and the progress of the State Council, which disseminate its purpose and usefulness to various publics
- d. Carry out an informative campaign in social networks on the governmental actions linked to the fulfillment of the SDGs

As additional activities to this strategy, the following activities have been carried out:

1. A training workshop on the 2030 Agenda for communication links of the State Government
2. The magazine *Sostenibilidad*
3. The First Convention for Sustainable Development in Oaxaca



2

**DESIGN OF THE
VOLUNTARY
SUBNATIONAL
REVIEW**

2. DESIGN OF THE VOLUNTARY SUBNATIONAL REVIEW

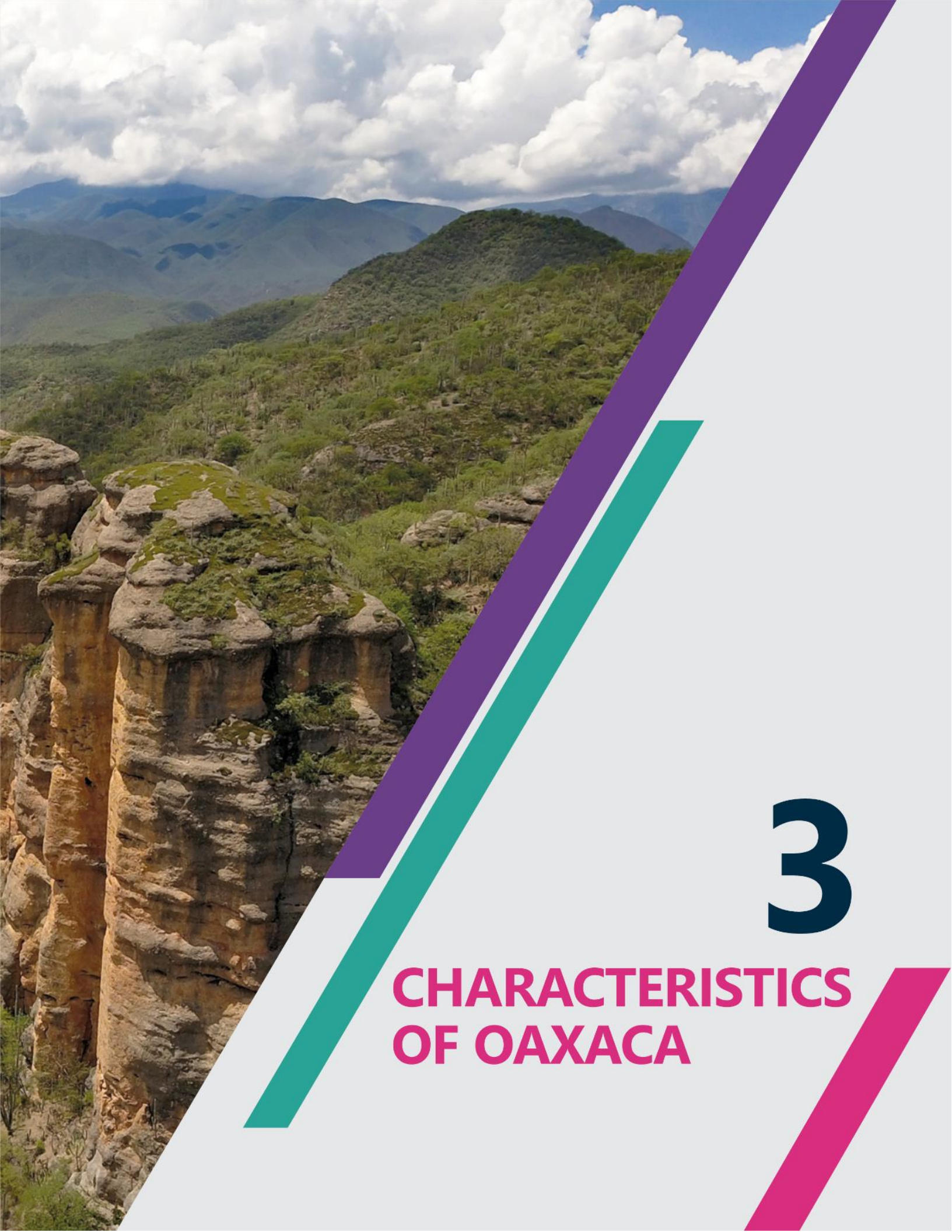
This preliminary version of the Voluntary Subnational Review is a first report on the activities that Oaxaca has carried out in relation to the implementation of the 2030 Agenda, as well as a space for reflection and self-evaluation that identifies the challenges and lessons learned. It is a sample of the political will of the Government of the State of Oaxaca, headed by the Constitutional Governor, Mr. Alejandro Murat Hinojosa, for making sustainable development a reality in the state and its municipalities.

Likewise, this document seeks to be an example of transparency for the strengthening of accountability that in future can serve as a guide and reference for other subnational governments to implement the 2030 Agenda.

Although the Technical Committee of the Council for compliance with the 2030 Agenda for the Sustainable Development of the State of Oaxaca coordinated the preparation of this review, it is important to mention that the work carried out in coordination with the municipal authorities, civil society, academia, the productive sector, and international organizations; for example, the United Nations Development Program (UNDP) and GIZ, through technical cooperation with the state of Oaxaca, continue with the implementation of the guiding principle of multi-actor alliances, of "not leaving anyone behind" and of integrality, which results in the fulfillment of the SDGs.

However, as it is a first exercise that is part of the building process of the Voluntary Subnational Review of Oaxaca; it will be complemented later with a methodology that allows the inclusion of citizens, academia and the productive sector for the evaluation of the implementation of the 2030 Agenda in the state and municipalities. Within the framework of this second stage, it is planned to hold workshops and consultation mechanisms in order to integrate a multi-actor perspective in this participatory evaluation exercise.

Finally, as part of this process, management and performance indicators will have to be built to allow monitoring and faithful progress of the implementation of the 2030 Agenda and its impact, in order to generate periodic evaluations of the work done in the state and municipalities.



3

**CHARACTERISTICS
OF OAXACA**

3. CHARACTERISTICS OF OAXACA

3.1. Geographic characteristics

The state of Oaxaca is located geographically in the southern region of Mexico. It is bordered on the north by Puebla de Zaragoza and Veracruz of Ignacio de la Llave, on the south by the Pacific Ocean, on the east by Chiapas, and on the west by Guerrero.

Its name comes from the *Náhuatl* word "Huaxyacac", which means about the nose or tip of the gourds, alluding to this arboreal legume of edible seeds that abounds in the Oaxacan territory.

Fig. 1 Location of the state of Oaxaca in the national context



Oaxaca has a territorial extension of 95,364 km², which represents 4.78% of the extension of the national territory¹. Due to this vast territorial extension, the state is divided into 570 municipalities distributed in 8 geographical regions that share certain geographical and socioeconomic characteristics given the great territorial and social complexity, which are:

¹ National Institute of Statistics, Geography and Information Technology, Sociodemographic Panorama of Mexico, ISBN 978-607-739-718-2, 2015, pp. 49. (Available at: internet.contenidos.inegi.org.mx/contenidos/productos/prod_serv/contenidos/english/bvinegi/products/new_struc/702825078065.pdf)



1. North Sierra
2. South Sierra
3. Papaloapan
4. Cañada
5. Isthmus
6. Central Valleys
7. Coast
8. Mixteca

Oaxaca presents a great diversity of natural resources due to its geographical location and its large territory. According to the set of vector data on land use and vegetation of the National Institute of Statistics and Geography (INEGI), 77% of the state surface is land allocated to agriculture, urban areas, areas without vegetation, as well as dams or lagoons; the remaining 23% are lands covered by natural vegetation².

As part of the orography of Oaxaca, there are the Sierra Madre del Sur, the Sierra Madre de Oaxaca, and the Traversed Sierra.

On the other hand, Oaxaca has 11,605.06 km² of coastline bordering the Pacific Ocean and its territory crosses eight hydrological regions: Balsas, Costa Chica-Río Verde, Oaxaca Coast (Puerto Angel), Tehuantepec, Chiapas Coast, Papaloapan, Coatzacoalcos, and Grijalva-Usumacinta³.

The main rivers that cross the state are the Papaloapan, Salado, Quitepec, Tomellín, Tonto, Coatzacoalcos, Mixteco, Tlapaneco, Tuxtla, Coyuca, Atoyac, Sordo, Verde, and Tehuantepec⁴.

Due to the biodiversity of the state, as well as its rugged geography, the state presents important climate variations in each of its regions and even within them. Oaxaca has a sub-humid warm climate in most of the territory, with an average annual temperature of 18° C and an average rainfall of 800 mm each year in the capital city: Oaxaca de Juárez⁵.

² National Institute of Statistics, Geography and Information Technology, "Conociendo Oaxaca", seventh edition, 2017, pp 9 (Available at: http://internet.contenidos.inegi.org.mx/contenidos/Productos/prod_serv/contenidos/espanol/bvinegi/productos/studies/conociendo/702825098155.pdf)

³ National Institute of Statistics, Geography and Information Technology, Digital Map of Mexico, 2019. (In: <https://www.inegi.org.mx/temas/mapadigital/#>)

⁴ *Ibid*, 2019.

⁵ National Institute of Statistics, Geography and Information Technology, Knowing Oaxaca, seventh edition, 2017, pp 10 (Available at: http://internet.contenidos.inegi.org.mx/contenidos/Productos/prod_serv/contenidos/espanol/bvinegi/productos/studies/conociendo/702825098155.pdf)

3.2. Population data

Oaxaca, despite having one of the most extensive territories nationwide, does not concentrate a large volume of population. According to the Population Projections of the National Population Council (CONAPO), in mid-2019 there are 4,120,741 people in Oaxaca, of whom 2,142,659 are women (52%) and 1,978,082 are men (48%). The annual growth rate is at 1%, lower than the national average, which was 1.4% in 10 years⁶.

Based on data from the 2015 Intercensal Survey of INEGI, the population density registered in the state of Oaxaca is 42.3 inhabitants per square kilometer. On the other hand, about the geographical distribution of the population, just over 2 million Oaxacan inhabitants live in rural areas (51.6% of the total population), that is, in localities of less than 2,500 inhabitants. Additionally, 903,312 people live in localities of 2,500 to 14,999 inhabitants (23%), called transitional localities, while just over a million people live in urban areas (26%).

According to data from the General Population Office of Oaxaca (DIGEPO), the population is distributed by specific age groups, as follows:

Table 1 Distribution of population by age in Oaxaca

Segment	Millions of People	Men	Women
Boys, girls and adolescents (between 0 and 14 years)	1,169,582 (29.5%)	590,811 (50.5%)	578,771 (49.5%)
Adolescents (between 15 and 29 years)	989,020 (24.9%)	470,472 (47.5%)	518,548 (52.5%)
Adults	1,462,450 (36.9%)	668,666 (45.7%)	793,784 (54.3%)
Seniors	343,503 (8.7%)	157,217 (45.7%)	186,286 (54.3%)
No specified	3,334 (0.08%)	1,512 (45.3%)	1,822 (54.7%)
Total:		3,967,889	

Source: Prepared by the author with information from the General Population Office of Oaxaca, Radiographic Demographics of Oaxaca, 2017. (Available at: http://www.digepo.oaxaca.gob.mx/recursos/publicaciones/radiografia_oaxaca_digepo_2017.pdf)

⁶ DIGEPO, 2017

In Oaxaca, the sense of belonging of indigenous and Afro-Mexican groups is a fundamental factor in the measurement of statistics, since self-identification as part of a specific group plays a very important role in the census. In the entity, there are 2,606,903 people (65.7%) that identify as indigenous, which represents the highest percentage among the entities in the country. Similarly, Oaxaca is the second state with the highest percentage of the population that identifies as Afro-descendant by self-enrollment (194,426 people or 4.9% of the population⁷).

On the other hand, within this population context, Oaxaca has historically been one of the states with the largest measures of poverty in the entire country. At a national level, 53,400,000 people are in a situation of poverty, and Oaxaca has 2,847,341 (70.4%) of its inhabitants in this situation, of which 1,087,156 (26.9%) are in extreme poverty⁸.

Of the 570 municipalities that make up the state, 361 municipalities (65%) have a high and very high level of social backwardness⁹ and Oaxaca represents the entity with the greatest social lag at a national level with an index of 2.53901¹⁰.

Within this statistic, the multidimensional measurement of poverty¹¹ carried out by the National Council for the Evaluation of Social Development Policy (CONEVAL) to evaluate the social development of the country, yields the following results for Oaxaca¹².

⁷ General Directorate of Population of Oaxaca, Demographic Radiography of the State of Oaxaca, 2017, pp 17 (Available at:

http://www.digepo.oaxaca.gob.mx/recursos/publicaciones/radiografia_oaxaca_digepo_2017.pdf)

⁸ Results on the Measurement of Poverty by the Federative Entity, CONEVAL, 2016, (Available at: https://www.coneval.org.mx/Medicion/MP/Paginas/Pobreza_2016.aspx)

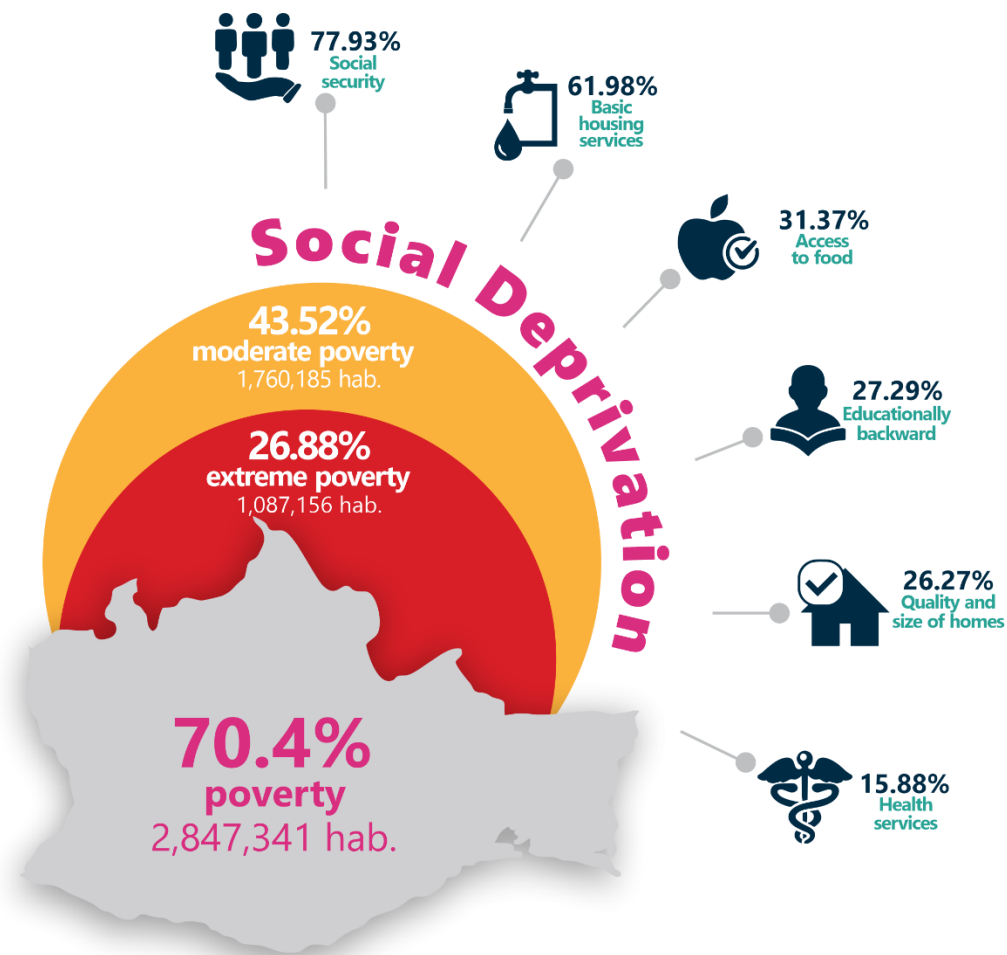
⁹ Internal document GIZ, 2019.

¹⁰ Social Recession Index: Weighted measure used by the National Council for the Evaluation of Social Development Policy (CONEVAL), which summarizes four indicators of social deprivation: education, health, basic services and spaces in housing, in a single index. Its purpose is to organize observation units according to their social needs and the results of this estimation are presented in five strata: very low, low, medium, high and very high social lag.

¹¹ Multidimensional measurement of poverty: methodology applied by the CONEVAL that links two approaches to the analysis of the poverty situation in Mexico: economic well-being and social rights. It takes into consideration the income levels of the population and the six social deprivations: educational lag, lack of access to health, lack of access to basic housing services, lack of access to quality and spaces in housing, lack of access to food and lack of access to social security.

¹² National Council for the Evaluation of Social Development Policy, Measuring Poverty by Federative Entity 2016, 2017, pp 25. (Available at: [https://www.coneval.org.mx/Medicion/MP/Documents/Pobreza_16/Pobreza_2016_CONEVAL .pdf](https://www.coneval.org.mx/Medicion/MP/Documents/Pobreza_16/Pobreza_2016_CONEVAL.pdf))

Fig. 2 Poverty in the state of Oaxaca



Source: Own elaboration with estimations of the CONEVAL, based on the MCS-ENIGH 2010, 2012, 2014 and the MEC of the MCS-ENIGH 2016.

3.3. Socioeconomic characteristics

After two years of the economic recession presented Oaxaca in 2016 and the economic and social impact that represented the earthquakes of 2017, the Gross Domestic Product (GDP) of the state, in that same year, is ranked number 22 of the 32 federation entities, which is equivalent to 1.5% of the national total¹³.

¹³ Confederation of National Chambers of Commerce, Services and Tourism, Indicadores de Oaxaca, 2018, pp 2 (Available at: <http://www.concanaco.com.mx/documentos/indicadores-estados/Oaxaca.pdf>)

In relation to the Economically Active Population (EAP)¹⁴, in 2018 there were 1,731,625 people (98%) occupied and 35,339 (2%) unemployed¹⁵:

Table 2 Distribution by economic activity of the Economically Active Population (EAP)

Economic activity	Absolute numbers	Percentage
Real estate services and rental of personal and intangible assets	308,229	17.8%
Retail trade	185,284	10.7%
Wholesale	138,530	8%
Construction Industry	161,041	9.3%
Provision of educational services	133,335	7.7%

Source: Information based on the publication of economic and state information of Oaxaca of the Ministry of Economy, 2018 (Available at: https://www.gob.mx/cms/uploads/attachment/file/438151/oaxaca_2019.pdf)

Within the EAP presented by the state, the largest number of people is located in the indicator subordinated and paid workers, with 784,570 people (45%) in this situation, followed by employers, which corresponds to 71,801 people (40%) and contracted workers, which is equivalent to 700,880 people (4%).

This population is distributed mainly in the economic unit of the household sector, with 975,544 people (56%) working mainly in the informal sector, self-subsistence agriculture and paid domestic work. Next, there is the economic unit of companies and businesses with 555,738 people (32%), with a greater concentration in businesses not incorporated in society. Third, there is the economic unit of the Institutions, where 197,574 (11%) work mainly in public institutions administered by the government¹⁶.

¹⁴ EAP: The National Population Council defines as an economically active population those between 12 and over that during the reference period, made or were linked to the economic activity or actively sought to make one at any time during the month prior to the day of the interview (unemployed population). CONAPO, 2015.

¹⁵ National Institute of Statistics, Geography and Informatics, Results of the National Occupation and Employment Survey (ENOE). IV Quarter 2018. 2019, pp 12 (Available at: http://www.beta.inegi.org.mx/contenidos/saladeprensa/boletines/2018/enoe_ie/enoe_ie2018_02.pdf)

¹⁶ Ministry of Labor and Social Security. Basic Information provided by Federal Entity, 2019. (Available at: http://www.stps.gob.mx/gobmx/estadisticas/302_0161.html)

¹⁷Roads and flight tracks of Oaxaca, 935 million has been allocated to feeder roads: CAO, 2019. (In: <https://www.oaxaca.gob.mx/cao/2019/02/25/se-ha-destinado-935- million-to-roads-feeders-cao />)



In terms of communication routes, Oaxaca has 24,836.8 kilometers of road network, distributed in 3,085.2 kilometers of trunk roads, 5,291.1 km of feeder roads and 14,641.2 kilometers of rural roads. As a result of this infrastructure, Oaxaca occupies the sixth place in the country in terms of road length, with 8,376.3 paved kilometers¹⁷.

Likewise, Oaxaca has 3 important ports. The main one is in Salina Cruz, in the region of the Isthmus of Tehuantepec, where commercial, logistic, fishing, and tourist activities take place. There are other ports with less impact: Puerto Escondido and Huatulco, mainly with tourism and fishing activities.

In the airport area, the state has two international airports: "Benito Juárez" in Santa Cruz Xoxocotlán (near Oaxaca de Juárez) and "Bahías de Huatulco" in Santa María Huatulco, in addition to 16 aerodromes.

3.4. Political and institutional characteristics

Oaxaca is one of the 32 states that are part of the United Mexican States, as mentioned in the Political Constitution of the United Mexican State¹⁸. Its capital is Oaxaca de Juárez. Its political system is governed by the Political Constitution of the Free and Sovereign State of Oaxaca¹⁹.

Likewise, in the Government of the State of Oaxaca (GSO), there are three public powers: The Executive, the Legislative and the Judicial. In this case, the Executive Power of the state resides in the Governor, currently headed by Mr. Alejandro Ismael Murat Hinojosa. The Legislative Power resides in the Congress of the State in charge of the LXIV Legislature. Finally, the Judicial Branch is vested in the Superior Court of Justice composed of judges and magistrates who are responsible for the administration and execution of justice in the state.

¹⁸ Political Constitution of the United Mexican States, "Article 43", Last amendment 2019. Pp. 5. (Available at: www.diputados.gob.mx/LeyesBiblio/pdf/1_120419.pdf)

¹⁹ Political Constitution of the Free and Sovereign State of Oaxaca, "Article 1", Last reform 2018, pp 1. (Available at:

http://docs64.congresooaxaca.gob.mx/documents/marco_normativs/Constitución_Política_del_Estado_Libre_y_Soberano_de_Oaxaca_%28Ref_Dto_1615_Aprob_LXIII_Legis_25sep2018_PO_45_8va_Secc_10_nov_2018%29.pdf?1555432346)

In relation to the state organization, the Organic Law of the Executive Power of the State of Oaxaca (LEPSO), the State Public Administration is in charge of the Executive Power of the State of Oaxaca and is divided into: centralized, semipublic and auxiliary bodies²⁰ and it forms the administrative body composed of 16 secretariats and 29 agencies²¹ that establish the bases of organization, competences, attributions, and functions of the State of Oaxaca.

Finally, Oaxaca is divided into 570 municipalities, which comprise almost 25% of the municipalities throughout the country. Each municipality is constituted by a city council²² which can be elected by means of elections, through political parties, or by the Internal or Indigenous Normative Systems²³. Under this premise, 417 municipalities (73%) are governed by Internal or Indigenous Normative Systems (also called "usos y costumbres") and the remaining 153 (27%) are governed through the System of Political Parties²⁴.

²⁰ Organic Law of the Executive Power of the State of Oaxaca, "Article 3", last reform 2018, pp 1.

(Available at:

https://www.finanzasooaxaca.gob.mx/pdf/asistencia/leyes_fiscales/VIGENTES/pdf/LEY_ORGANICA_DE_L_PODER_EJECUTIVO.pdf)

²¹ Government of the State of Oaxaca, "Secretariats and Entities", 2017. (Available at:

<https://www.oaxaca.gob.mx/secretaria-y-entidades/>)

²²City Council: The Royal Academy of the Spanish Language defines the municipality as a corporation composed of a mayor and several councilors for the administration of the interests of a municipality.

²³Internal or Indigenous Normative Systems: According to the definition of the National Electoral Institute, they are a set of norms, procedures, sanctions, principles and worldview used by indigenous communities and peoples to regulate their internal life and resolve their conflicts. Through this system the way in which the community chooses and appoints its authorities is defined and this procedure can vary between different communities. National Electoral Institute, Electoral Glossary Internal or Indigenous normative systems, 2017. (Available at: <https://centraleeleitoral.ine.mx/2017/08/09/glossary-electoral-systems-normative-internal-or-indigenous>)

²⁴ National Institute of Statistics, Geography and Information Technology, "Conociendo Oaxaca", seventh edition, 2017, pp 9. (Available at:

http://internet.contenidos.inegi.org.mx/contenidos/Productos/prod_serv/contenidos/espanol/bvinegi/products/studies/702825098155.pdf)

MÉXICO
GOBIERNO DE LA ESTADAL



del Consejo Estatal para el Sostenible de la Agenda 2030

Santa Lucía del Camino, Oax. 19 de Marzo de 2018



4

**FOLLOW-UP AND
INSTRUMENTATION
BODIES OF THE 2030
AGENDA IN OAXACA**

4. FOLLOW-UP AND INSTRUMENTATION BODIES OF THE 2030 AGENDA IN OAXACA

4.1. Council for the fulfillment of the 2030 Agenda for Sustainable Development in the State of Oaxaca (State Council)

Since the adoption of the 2030 Agenda as a State commitment by the Mexican Federal Government in 2015, actions of great relevance have been carried out for the implementation of this at all levels of government. Proof of this was the consolidation of follow-up and monitoring mechanisms in the Platform for Monitoring the SDGs in 2016, the establishment of the National Council of the 2030 Agenda for Sustainable Development in 2017, the reforms to the Law of Planning at the federal level in 2018, and the creation of Monitoring and Instrumentation Bodies of the 2030 Agenda (MIB) at the state and municipal levels. It is important to mention that to date the 32 states of the Mexican Republic have established the legal bases for the creation of the MIB in their states and 31 have installed them in a formal way²⁵.

Following the commitment at the national level, reflected in the creation of the National Council for the fulfillment of the 2030 Agenda, the Governor of the State of Oaxaca, Mr. Alejandro Murat, published on February 9, 2018 in the Official Newspaper the *Decree that creates the Council for compliance with the 2030 Agenda for Sustainable Development in the State of Oaxaca* (hereinafter referred to as the State Council), to replicate and accompany this effort national through the creation of an MIB in Oaxaca.

According to the data of the UNDP, Oaxaca was the twentieth entity to formalize its MIB on March 19, 2018, as an instance of linkage between the State Executive Power with the Federal Government, municipalities, the private sector, civil society, and the academy²⁶.

The objective of this State Council is to coordinate the actions for the design, execution, and evaluation of political strategies, programs and actions for the

²⁵ United Nations Development Program, "Location of the A2030 in Mexico", First Edition, 2019, pp. 15. (Available at: http://www.agenda2030.chiapas.gob.mx/wp-content/uploads/2019/02/Localizacion_de_la_Agenda_2030_en_Mexico.pdf)

²⁶ Government of the State of Oaxaca, "Decree of Creation", Official Newspaper, 2018. (Available at: http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2019/05/EXT-DECAGENDA2030-2018-02-09_ok.pdf)

fulfillment of the 2030 Agenda, as well as to inform about the follow-up of its objectives, goals, and indicators²⁷.

According to the record derived from this installation, the State Council adopted an intersector structure that, in addition to enabling horizontal and vertical coordination, allows articulation with various actors in society such as academia, civil society, and the productive sector.

In this sense, the State Council is formed as follows:

Table 3 Organization of the State Council

Members of the Council for the compliance of the 2030 Agenda for Sustainable Development in the State of Oaxaca	
Presidency	Constitutional Governor of the Free and Sovereign State of Oaxaca
Deputy Chair	Head of the Secretary of Social and Human Development
Executive Secretary	General Coordinator of the General Coordination of the State Committee of Planning for the Development of Oaxaca
Members	21 Heads of State Government Dependencies
Permanent guest	State Coordinator of the National Institute of Statistics and Geography (INEGI)
Guests	Federal and local representatives, Presidents and Municipal Presidents, representatives of the productive sector, civil society and academia, international organizations

Source: Author elaboration according to the Decree of Creation of the State Council (Government of the State of Oaxaca, 2019)

In accordance with the Decree of Creation of the State Council, on June 22, 2018, the First Ordinary Session of this collegiate body was held, where two relevant documents were presented and approved:

- Operation Guidelines²⁸, whose purpose is to regulate the organization and functioning of the State Council and its subsidiary bodies for compliance with the 2030 Agenda for sustainable development in the state of Oaxaca.

²⁷ *Ibid*, 2018.

²⁸ State Council, "Operational Guidelines", Official Journal 2018. (Available at: <http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2018/10/LINEAMIENTOS-CONSEJO-2030-POE.pdf>)

- The Annual Activity Plan²⁹, which is a roadmap presented annually by the State Council, which establishes the strategies and actions in which the stakeholders involved will participate to achieve the objectives and goals of the 2030 Agenda.

Likewise, on May 6, 2019, the First Activities Report³⁰ was presented, within the framework of the Second Ordinary Session of the State Council, which had three main objectives:

1. The exhibition of the Annual Activities Report 2018.
2. The formalization of the three Work Committees (Social Inclusion, Economic Growth, and Environmental Sustainability) in which state agencies that are members of the State Council, representatives of civil society, academia and the productive sector participate.
3. The signature of the letter of intent with the 10 municipalities shows the pilot project with GIZ to carry out the integration of the 2030 Agenda within the framework of municipal planning, monitoring, and financing.

In this way, the Government of the State of Oaxaca demonstrates its commitment to the 2030 Agenda, by establishing institutional mechanisms for compliance and monitoring of the SDGs that allow continuity of the work carried out. Examples of importance include the first analysis of the goals of the State Development Plan 2016-2022 with the goals of the SDGs, the linking of budget program indicators with the 2030 Agenda, the preparation of a Guide for the Preparation of Municipal Development Plans Sustainable, a video that supports the insertion of the vision of sustainable development in the prioritization of works, the consolidation of the Councils of Municipal Social Development as spaces for interaction from where it is focused on the achievement of sustainable development and the principles of 2030 Agenda, especially in public infrastructure works.

²⁹ State Council, "Annual Activities Plan", 2018. (Available at: <http://www.agenda2030.oaxaca.gob.mx/wp-content/themes/dependencias/archivos/plan2018.pdf>)

³⁰ State Council, "Final Activities Report", 2018. (Available at: <http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2019/05/17-2030-INFORME-FINAL-DE-ACTIVITIES-with-annexes-2018.pdf>)

Likewise, this collegiate body is a sample of the multi-actor alliances that have been forged, so that together they achieve the expected results in compliance with the SDGs. The above is demonstrated by the formation of the Work Committees composed of associations of civil society, academia, productive sector and government agencies that are part of the State Council.

Fig. 3 Assembly of the State Council



4.2. Auxiliary body of the State Council: Technical Working Committee

The implementation of the 2030 Agenda is an acquired commitment that demands structures of work and intersector coordination for the planning, monitoring, and evaluation of activities aimed at achieving the SDGs, under a comprehensive and coherent view.

Pursuing that spirit, auxiliary bodies of the State Council were created in order to assist in the development of the technical tasks involved in the implementation of the 2030 Agenda. This is the case of the Technical Working Committee, which was consolidated under a structure in addition to facilitating vertical and horizontal coordination, it allows the adoption of a transversal and holistic approach to the design of strategies to locate the 2030 Agenda in the Oaxacan context.

This Committee is made up of 4 dependencies³¹ and 2 permanent guests:

1. The Secretary of Social and Human Development (SEDESOH), in its capacity as Deputy Chairperson
2. The General Coordination of the State Committee for Planning for the Development of Oaxaca (CG-COPLADE), in its capacity as Executive Secretary
3. The Secretary of Finance (SEFIN)
4. The Head of the Governance as a Technical Instance for Evaluation (ITE)
5. The General Directorate of Population of Oaxaca (DIGEPO)
6. The Coordination of Planning and Evaluation for the Social Development of Oaxaca (COPEVAL)

The purpose of the conformation of this group is the due implementation and administrative, operational and functional follow-up of the State Council³². This Committee oversaw the preparation of the Operation Guidelines, as well as the Annual Plans and Activity Reports for approval in ordinary sessions of the State Council. Likewise, it has the task of preparing all the necessary instruments to carry out each and every one of the activities agreed by the State Council and those that are part of the technical cooperation with GIZ, as will be seen below.

In addition to the above, it is the body in charge of generating proposals to align budget programs with the SDGs. Finally, it is also responsible for proposing the way in which the impact of the work carried out and aligned in the 2030 Agenda will be measured and monitored.

³¹ State Council, "Operational Guidelines" Article 13, 2018, pp 4. (Available at: <http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2018/10/LINEMENTS-CONSEJO-2030-POE.pdf>)

³² *Ibid*, pg.4



4.3. Auxiliary body of the State Council: Legal Group

With the aim of institutionalizing the 2030 Agenda in the State of Oaxaca, that is, incorporating the vision of sustainable development and the principles of this Agenda into the state and municipal regulatory frameworks, the Legal Group was created.

On August 23, 2018, in the Second Ordinary Session of the Technical Working Committee, the installation of this group was agreed, made up of the legal representatives of SEDESOH (who acts as coordinator of this group), CG-COPLADE, Head of the Governorship and as a permanent guest a representative of the Legal Department³³.

The activities of the Legal Group are:

- 1) Promote the creation of a Legislative Commission that addresses the Agenda 2030 issue
- 2) Review and propose modifications to the normative instruments regarding planning
- 3) Analyze the possible modification to the Decree of Creation of the State Council to integrate into this one other actor of the society with voice and vote

³³ The Legal Department is the legal representation of the Executive Power Holder (the Governor of the State of Oaxaca and President of the State Council) in accordance with the Organic Law of the Executive Power of the State of Oaxaca (LOPEEO), 2015.



5

INCORPORATION OF THE SDGs IN SUBNATIONAL FRAMEWORKS

5. INCORPORATION OF THE SDGs IN SUBNATIONAL FRAMEWORKS

In accordance with the provisions of art. 4 of the Decree of Creation of the State Council, one of the responsibilities of this council is the elaboration of an Annual Activities Plan that integrates the works that will be carried out each year.

The implementation of the 2030 Agenda in Oaxaca began with the approval of the 2018 Annual Plan, which included a diagnosis of the status of the federative entity at that time to know the level of linkage that the planning structure had and the priorities with the SDGs. This exercise made it possible to know the degree of impact that public policies in Oaxaca have on the fulfillment of the 2030 Agenda, as well as the gaps to identify those issues that require a higher level of attention, such as environmental issues, industry, and technological development, inequality and alliances between different actors.

In this way, three exercises were carried out:

1. An analysis of the compatibility of the goals of the 17 SDGs with the objectives set out in the State Development Plan 2016-2022
2. An exercise to link the 97 indicators of the 2018 budget programs with the 240 indicators of the 2030 Agenda
3. A classification of the 240 indicators of the 2030 Agenda according to the competencies, attributions, and scope of the 32 dependencies that make up the State Public Administration

Table 4 Arrangement of responsibilities according to indicator

Arrangement of responsible agencies by 2030 Agenda indicator																		
Responsible agency	Indicator	SDGs																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
CADH	3	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	2	0
CEA	12	0	0	0	0	0	11	0	0	0	0	0	0	1	0	0	0	0
CEPCO	9	3	0	0	0	0	0	0	0	0	0	4	0	2	0	0	0	0
CG-COPLADE	3	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	2
CGEFRI	4	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	1	0
CGEMSYSCYT	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
COCITEI	4	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	0	1
COESPO	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0
COESIDA	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DGRC	2	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0
DIF	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DIGEPO	4	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	3
FGEO	11	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	10	0
IEEPO	7	0	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0
IFREO	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IOAM	3	0	0	0	0	0	0	0	1	0	2	0	0	0	0	0	0	0
JG	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
SA	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
SCTG	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
SE	37	0	1	0	0	0	0	0	11	6	6	0	4	0	1	0	0	8
SECTUR	3	0	0	0	0	0	0	0	2	0	0	0	1	0	0	0	0	0
SECULTA	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
SEDAPA	14	0	9	0	0	1	0	0	0	0	0	0	0	3	1	0	0	0
SEDESOH	12	7	0	0	1	0	0	0	1	0	0	1	1	0	0	0	0	1
SEFIN	11	0	0	0	0	1	0	1	0	1	1	0	0	0	0	0	1	6
SEMAEDES	29	0	0	0	0	0	0	5	0	1	0	2	7	4	3	7	0	0
SEVITRA	2	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0
SINFRA	4	1	0	0	0	0	0	0	0	1	0	2	0	0	0	0	0	0
SIPINNA	2	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0
SMO	8	0	0	0	0	7	0	0	0	0	0	0	0	0	0	0	1	0
SSO	29	0	2	24	0	3	0	0	0	0	0	0	0	0	0	0	0	0
SSPO	3	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2	0
Non-assigned	4	0	0	0	0	0	0	0	1	1	0	1	0	0	0	0	0	1
Total	240	12	14	26	11	14	11	6	17	12	11	15	13	6	10	14	23	25

Source: Own-work, with information from the Head of the Governorship (Government of the State of Oaxaca)

5.1. State Planning Law

The State Council in its 2018 Business Plan established an analysis of the State Planning Law in order to harmonize and strengthen this normative instrument by integrating the perspective of sustainable development proposed by the 2030 Agenda.

To fulfill this task, the Legal Group prepared a proposal for an initiative to reform the State Planning Law, with the modification of 27 of its 121 articles, which incorporates the sustainability approach, ensuring the long-term vision, as well as the principles of the 2030 Agenda for inclusion, integrality, multi-actor alliances and "do not leave anyone behind" in the processes of participatory planning.

This seeks to ensure that the SDGs and their associated goals are considered in the planning process and that sustainable development is understood in its three dimensions: social, economic and environmental.

The proposal was forwarded by the Executive Secretary of the State Council to the Legal Department of the Government of the State of Oaxaca, in March 2019, with the purpose that this body could integrate it into the legislative agenda for its assessment by the Head of the Executive Branch. However, in April, a request was received from this instance asking for the description of the concepts related to the 2030 Agenda, which was corrected and is awaiting resolution.

5.2. The State Development Plan 2016-2022 and its up-date in 2019

The State Development Plan (SDP) is the guiding instrument for planning in the short, medium and long term, which is based on the identified state needs. By constitutional decree, it is the responsibility of the Executive Power of the State to conduct the state planning of the development³⁴.

³⁴ Political Constitution of the United Mexican States, "Article 26", Last amendment 2019, pp. 31 to 33. (Available at: www.diputados.gob.mx/LeyesBiblio/pdf/1_120419.pdf) et

Political Constitution of the Free and Sovereign State of Oaxaca, "Article 20", Last reform 2018, pp. 19 to 21. 1 (Available at:

http://docs64.congresooaxaca.gob.mx/documents/marco_normativs/Constituci3n_Pol3tica_del_Estad_o_Libre_y_Soberano_de_Oaxaca_%28Ref_Dto_1615_Aprob_LXIII_Legis_25sep2018_PO_45_8va_Secc_10_nov_2018%29.pdf?1555432346) et

State Law of Planning, "Articles 6 and 7", Last reform 2016, pp 7. (Available at:

https://www.finanzasooaxaca.gob.mx/pdf/asistencia/leyes_fiscales/VIGENTES/pdf/LEY_ESTATAL_DE_PLANEACION.pdf)



This Plan has four fundamental elements³⁵:

1. Objectives and strategic axes of public policy that guide the state management during the period of government.
2. The orientation of public spending and the state investment during the period of government, in accordance with what has been established as a priority in the Plan.
3. Specific goals and results that the State intends to achieve during the period of government, as well as responsibilities and execution times.
4. Criteria and reference objectives for performance evaluation.

Currently, the State Development Plan 2016-2022 is the guiding document of public policy in Oaxaca. This plan was integrated taking into consideration citizen participation expressed in the different forums that were carried out in the eight regions of the state with 11 thematic tables in each, in which an approximate of 5,310 people participated³⁶. In this way, this exercise of collaboration reflects the integration of the guiding principles of the 2030 Agenda in the field of public policy design, in seeking to "leave no one behind" and mobilizing multi-actor alliances through exercises of participatory planning.

As a result of this exercise, the Plan was drafted, which has five thematic axes:

1. An inclusive Oaxaca with social development
2. A modern and transparent Oaxaca
3. A safe Oaxaca
4. A productive and innovative Oaxaca
5. A sustainable Oaxaca

It also has three transversal policies: I) Indigenous peoples, II) Protection of the rights of girls, boys and adolescents and III) Gender equality. The axes and the transversal policies group 75 objectives in total.

The CG-COPLADE is the competent unit to direct participatory planning and coordinate the formulation and validation of the SDP, its update or replacement,

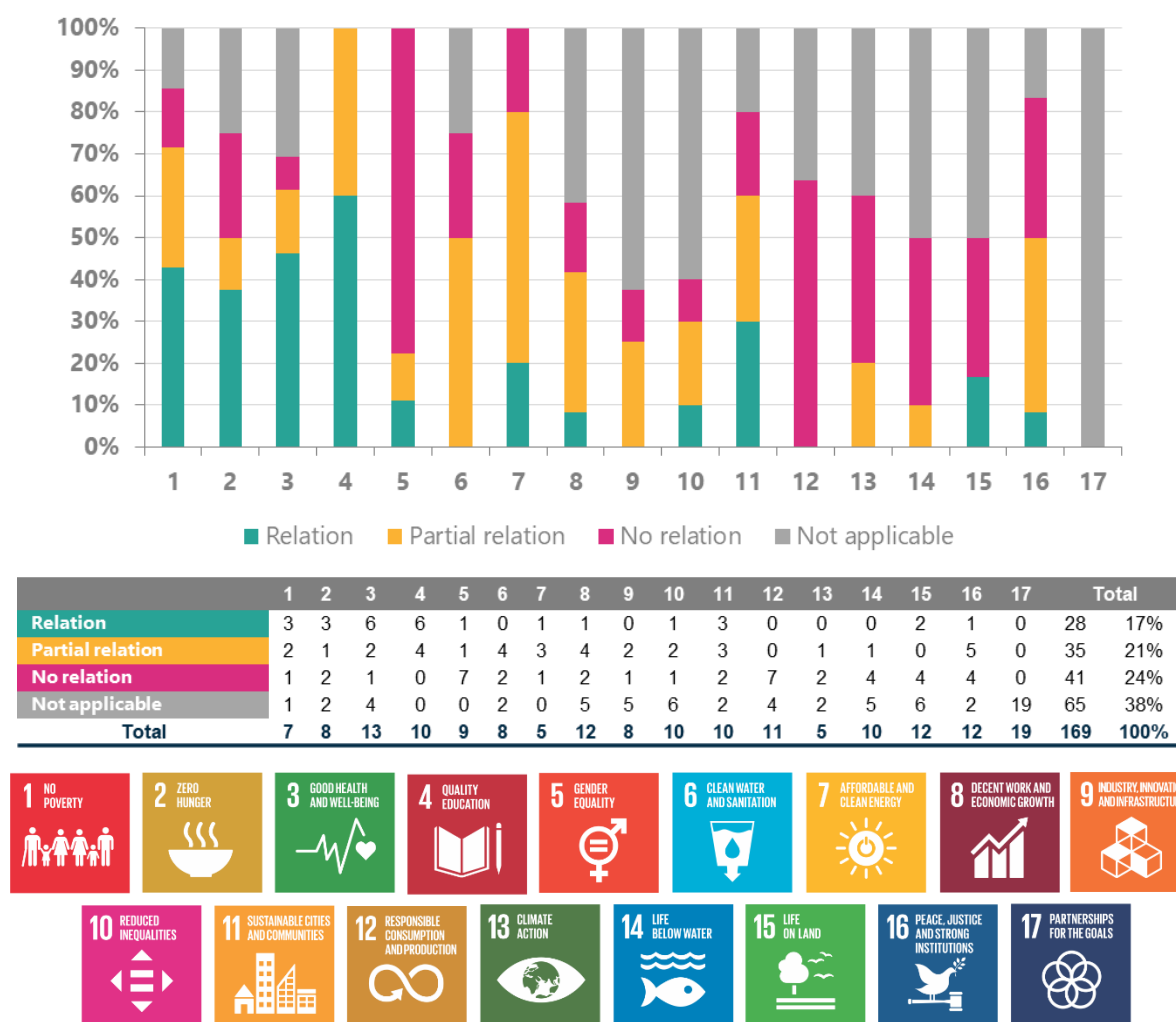
³⁵ Government of the State of Oaxaca, "State Development Plan (PED) 2016-2022", 2015, pp 3 (Available at: [http://www.ped2016-2022.oaxaca.gob.mx/pedinicial/bases/BASES%20PED % 202016-2022.pdf](http://www.ped2016-2022.oaxaca.gob.mx/pedinicial/bases/BASES%20PED%202016-2022.pdf))

³⁶ *Ibid*, pp 15

which will be carried out in accordance with the applicable regulations³⁷. In this context, in this third year of management of the current State Public Administration the State Development Plan will be aligned in a comprehensive manner, both the SDGs and the National Development Plan, once approved by the Chamber of Deputies of the Congress of the Union.

In a first exercise linked to the 2030 Agenda, the relationship between the goals of the SDGs and the objectives of the Plan 2016-2022 was analyzed, as follows:

Fig. 4 Relation analysis between SDGs and SDP



Source: Own-work from the State Development Plan (Government of the State of Oaxaca, 2015)

³⁷ State Law of Planning, "Article 14, 43, 44", Last reform 2016, pp. 22 (Available at: https://www.finanzasoaxaca.gob.mx/pdf/asistencia/leyes_fiscales/VIGENTES/pdf/LEY_ESTATAL_DE_PLANEACION.pdf)

As a result of this exercise, the following conclusions were reached:

- 24% of the goals of the SDGs are not related to any goal of the SDP 2016-2022
- 21% of the goals of the SDGs are partially related to the objectives of the SDP 2016-2022
- 17% of the goals of the SDGs are related to the objectives of the SDP 2016-2022
- 38% of the goals of the SDGs are not covered by any objective of the SDP 2016-2022

It is important to consider that these gaps in the link between the two instruments are based on the fact that, at the time of the formulation of the Plan 2016-2022, the 2030 Agenda was not yet assumed as a commitment of the Government of Oaxaca, given that, in the international conjuncture, it was moving from the Millennium Development Goals to the SDGs. However, it is pertinent to mention that many of the governmental actions undertaken since the beginning of the administration of Mr. Alejandro Murat Hinojosa have had a focus on sustainability.

In this sense, these gaps reflect the path to follow in order to concretize the approach to 2030 in the state, through the relationship between the different instruments of state planning, its objectives, goals, and indicators, which allow us to measure the process of consolidation of the vision of sustainable development in Oaxaca. Therefore, once the commitment to adopt the 2030 Agenda was adopted, efforts were made to include the SDGs and their goals in the Sector Plans, as shown below.

In addition to the above, it should be considered that, based on the State Planning Law, in 2019 two important processes have been initiated that will allow the consolidation of the main instruments of state planning.

On the one hand, since March 2019 began a process headed by the Governor's Office as ITE, which initiated a management-level evaluation process of the 868 lines of action of the Plan and the monitoring of 56 of the 63 strategic indicators³⁸ linked to the 75 objectives of this planning instrument. It should be noted that this exercise is carried out through the Monitoring System of Performance Indicators of Oaxaca (MIDO), which concentrates the indicators of strategic performance and management of the State Public Administration derived from the State Development Plan.

³⁸ For the rest of the indicators, the report does not apply in 2019, due to its frequency of measurement.

On the other hand, since May 2019, the CG-COPLADE is leading the work to update the SDP, in which some of the objectives are being adapted, to give them greater consistency when reviewing their relationship with the strategies and lines of action that they make them up. In this process, the opinion and experience of the entities that participate in the different axes and cross-cutting policies is being considered, representing an unprecedented exercise in order to adapt the state strategic framework and following the principle of multi-stakeholder alliances.

Both exercises, that of planning and monitoring, the responsibility of the State Government, will make it possible to close the gap that separates the goals of the SDG from the objectives of the SDP so that, in this way, there is a mainstreaming of the 2030 Agenda in the instruments of state planning, which have the potential to translate global objectives and goals set forth in this agenda into concrete action plans that respond to the Oaxacan context.

5.3. Sectorial plans

In the state of Oaxaca, planning has 6 dimensions established in a hierarchical³⁹: manner: sectorial, regional, institutional, special, micro-regional and municipal. Sectorial Strategic Plans occupy the highest hierarchy and serve as a reference for the elaboration of the Regional and Institutional⁴⁰ Strategic Plans, establish the priorities, objectives, goals, and estimates of current and investment expenditure required by each sector to comply with their objectives.

In the case of Oaxaca, there are 12 sectors that each have their Strategic Plan:

1. Social and Human Development
2. Education
3. Health
4. Housing and Basic Services
5. Culture
6. Modern government

³⁹ State Law on Planning, "Article 45", Last reform 2016, pp. 22 (Available at: https://www.finanzasooaxaca.gob.mx/pdf/asistencia/leyes_fiscales/VIGENTES/pdf/LEY_ESTATAL_DE_PLANEACION.pdf)

⁴⁰ *Ibid*, "Article 51", pp. 23

7. Rural development
8. Tourism
9. Communications and transport
10. Boosting the Economy
11. Environment
12. Urban Development and Territorial Planning

During the process of drafting the Sectorial Strategic Plans, the CG-COPLADE carried out, in conjunction with the departments responsible for each of the sectors of the Public State Administration, an exercise to align the objectives established in each plan with the SDGs.

The results of this exercise represent a significant advance in information and order in the implementation of the 2030 Agenda since they identify which are the public policies and strategies promoted by the state that affect each of the SDGs. At the same time, they make it possible to enrich planning, policies and public management, in order to give permanence and sustainability.

In 2018, the 12 plans were finalized, aligning their strategic framework to the 2030 Agenda through the incorporation of the vision of sustainable development⁴¹.

5.4. Budgetary programs

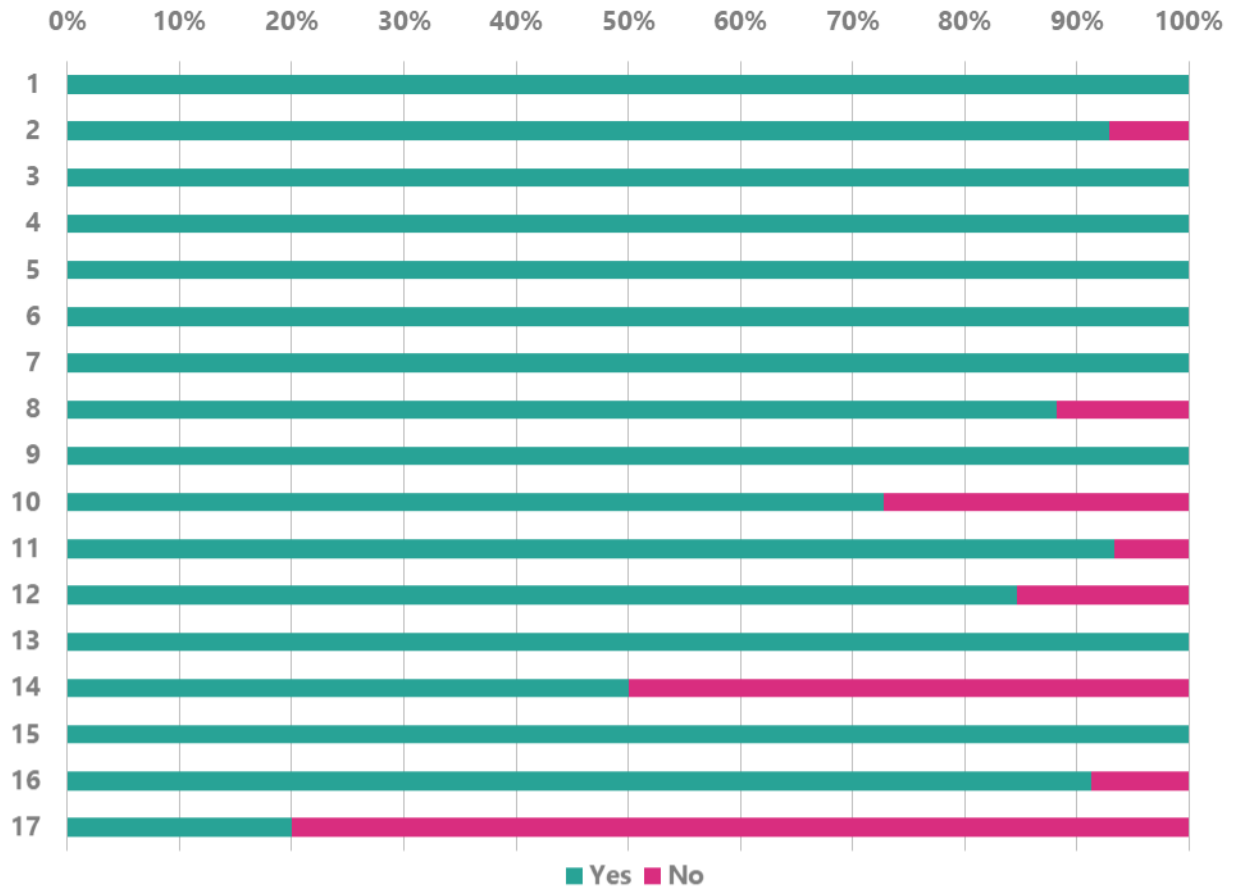
The State Planning Law, in its article 2, defines the Budgetary Programs as a programmatic classification of operation of the expenditure of one or several dependencies and entities that has a defined result in compliance with a goal or strategy of the State Development Plan⁴².

To diagnose the situation in Oaxaca in 2018, a second alignment exercise was carried out on the 2030 Agenda. In this case, an analysis was made of the percentage of linkage of the indicators of the 97 Budgetary Programs of 2018, with the 240 indicators of the 2030 Agenda.

⁴¹ Annual Plan 2018

⁴² State Planning Law, "Article 2", pps. 2 to 6. (Available at: https://www.finanzasooaxaca.gob.mx/pdf/asistencia/leyes_fiscales/VIGENTES/pdf/LEY_ESTATAL_DE_PLANEACION.pdf)

Fig. 5 Budgetary programs aligned to the 2030 Agenda indicators



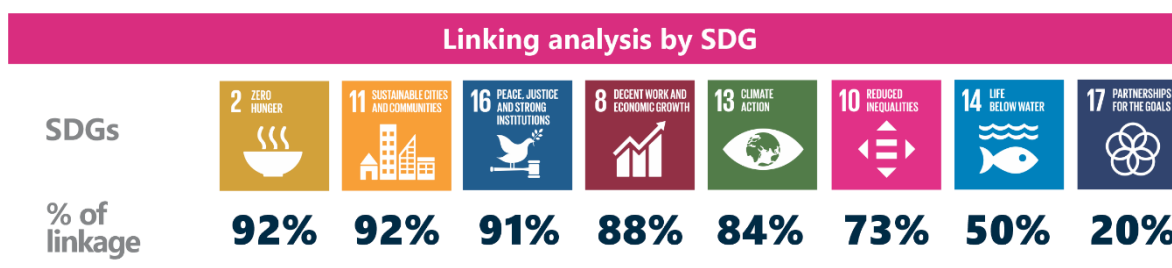
SDGs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	Total
Yes	12	13	26	11	14	11	6	15	12	8	14	11	6	5	14	21	5	204
No	0	1	0	0	0	0	0	2	0	3	1	2	0	5	0	2	20	36
Total	12	14	26	11	14	11	6	17	12	11	15	13	6	10	14	23	25	240

Source: Own-work with information from the Head of the Governorship (Government of the State of Oaxaca)

In this way, the impact of the strategies, results, and products that the state policies have had in the State of Oaxaca of each fiscal year can be determined, since the budget programs are renewed according to this period.

Derived from the above, the result of this analysis showed the linkage of 85% (204 indicators) of the 2030 Agenda to the indicators of the *Budgetary Programs 2018*. However, there are 9 SDGs whose indicators are less than 100% linked to the indicators of the Budgetary Programs of 2018. These are:

Table 1 Linking analysis by SDG



Source: Own-work with information from the Head of the Governorship (Government of the State of Oaxaca)

The results of the linking analysis were formulated when the commitment of the 2030 Agenda in Oaxaca had not yet been acquired.

However, it is expected that, with the inclusion of the vision of sustainable development in the planning instruments, the gap between the SDGs and the budgetary programs of each year will be closed, derived from the implementation of three state processes established in the State Planning Law:

1. Annual formulation of the Budgetary Programs: the state program structure is revised every year with the aim of adapting it, if necessary, based on the needs of the population of Oaxaca and the executors of the expenditure. In this sense, during May and June of 2018, work was carried out at tables headed by the SEFIN and accompanied by the ITE with executors of the Public State Administration, achieving a restructuring and defining 79 budgetary programs for the year 2019 and which are currently in force. This exercise made it possible to advance in the technical consolidation of the indicators and propose new ones at the management and results in level.

2. Quantitative evaluation at the management level of the State Development Plan 2016-2022: The Head of the Governance, as ITE, is in charge of carrying out the evaluation of the performance of the State Public Administration. For this reason, since March 2019, this process has been carried out, which consists of the establishment of general data and indicators of the 868 lines of action of the Plan, to subsequently define a categorization of performance. This information and its subsequent analysis will be an important input, both in the update of the Plan and in the formulation of the PP 2020, by providing indicators of greater technical consistency of the substantive actions aimed at the sustainable development of the entity.

3. Update of the Plan 2016-2022: the CG-COPLADE works on updating this plan with a sustainability focus framed in the 2030 Agenda. This will allow consolidating the relationship between objectives, strategies, and lines of action of said plan and focus in a clearer way the efforts of the State Public Administration to "leave no one behind".

5.5 Strengthening institutional capacities

As part of the activities related to the implementation of the 2030 Agenda at the state and municipal levels, the strengthening of the technical institutional capacities of the officials to incorporate a sustainable development approach in their daily work is fundamental for the mainstreaming and positioning of the perspective of the 2030 Agenda in the Oaxacan context, as well as for the acceleration of public intervention processes to achieve the achievement of the SDGs.

For this reason, the Technical Work Committee, in coordination with the GIZ, gave a series of training workshops on the implementation of the 2030 Agenda to officials and officials of state agencies that are members of the State Council, as they are primarily responsible for the work at the subnational level. Similarly, training was provided to municipalities, as the main point of contact with citizens, for their closeness and knowledge of the particularities of the challenges, and for their catalytic potential as "agents of change" to promote the sustainable development.

On January 10 and 11, 2019, the "Training Workshop for Civil Servants and State Officials" was held, which was addressed to incumbents, alternates and persons in charge of the planning of the 21 state dependencies that are part of the State Council and municipal presidents of the 10 municipalities of the GIZ service strategy, as well as the Technical Liaison Modules of the CG-COPLADE, which are an extension of this dependency deployed in the different regions of Oaxaca for direct assistance with municipalities⁴³.

Following the task of socializing the SDGs in different areas from which it can affect, SEDESOH gave the "Training Workshop of the 2030 Agenda" to the students of the Faculty of Economics of the *Benito Juárez* Autonomous University on March 13, 2019. This forum was attended by 40 students.

⁴³ State Council, "The 2030 Agenda for Sustainable Development and its implementation in Oaxaca", 2019. (Available at: <http://www.agenda2030.oaxaca.gob.mx/index.php/2019/01/14/agenda2030/>)

Fig. 6 Training session for public servants



5.6. Challenges and lessons learned

The objective the Government of Oaxaca is to be able to align the planning frameworks and instruments so that they comply with the SDGs. However, there are many budgetary and methodological restrictions to achieve this.

Although the aforementioned exercises are a good start for the analysis of the link between the State Development Plan and the budgetary programs with the SDGs, it is necessary to carry out a deeper examination that allows us to identify the gaps in public policies, as well as the possible solution to this problem.

Likewise, it is pertinent that awareness-raising work be done among the members of the local Congress in order to consider the importance of having a budget that contributes to the achievement of the SDGs, as well as the pertinence of allocating a departure specific to the work that is being carried out in terms of the 2030 Agenda.

Likewise, it is important to generate documents that standardize processes of alignment of budget programs to the goals of the SDGs, since they change annually. For this reason, each year should be a process of analysis and evaluation of Budgetary Programs based on the impact they will have on compliance with the 2030 Agenda.

Finally, the update that is being carried out of the State Development Plan 2016-2022, result of the new National Development Plan 2019-2024 that the Federal Government elaborated for the change of administration, represents a great opportunity to realize a new integration of the SDGs to the objectives, strategies and lines of action of this document under a comprehensive and coherent view. Likewise, it will serve to align those issues that are not covered and to generate a real impact on the 2030 Agenda through the public policies that arise from this Plan.



16 PAZ, JUSTIÇA E INSTITUIÇÕES SÓLIDAS

6

MONITORING AND EVALUATION AT SUBNATIONAL LEVEL

6. MONITORING AND EVALUATION AT SUBNATIONAL LEVEL

Monitoring and evaluation are two essential procedures since they allow obtaining specific data regarding the progress in the performance of the actions of the state government with a view to improving the welfare of the population. In this sense, the regulations determine the existence of a body in charge of the Performance Evaluation System which falls under the figure of the ITE⁴⁴.

Based on the foregoing, the Technical Working Committee has defined the importance of having monitoring and evaluation schemes to know the progress process, as well as the strategic and management impact of the various activities resulting from this process; therefore, monitoring the progress of the SDGs is fundamental in order to be accountable, as well as detecting areas of opportunity that allow continuous improvement.

6.1. Selection of global indicators for the monitoring stage

As part of the tasks of the Technical Working Committee is to develop a monitoring platform through the definition of a strategic indicator board and management at the state and municipal levels (the latter with the help of GIZ), which allows with a computer tool for the appropriate analysis, both of products and indicators that are currently reported by dependencies and entities of the State Public Administration, as well as new indicators that are defined as a result of the evaluation of the State Development Plan and the annual review of the budgetary programs.

Therefore, in order to properly monitor the indicators to measure the performance of the SDGs, the classification and linking exercise of the competencies and responsibilities of the State Public Administration units with the 2030 Agenda must be carried out again. In addition, consideration must be given to whether the SDGs' attention corresponds to direct and unique participation of the state level or whether there is coordination with the federal and municipal levels for their attention.

⁴⁴ Organic Law of the Executive Power of the State of Oaxaca, "Article 50", Last Reform 2012, pps. 65 and 66 (Available at: https://www.finanzasoaxaca.gob.mx/pdf/asistencia/leyes_fiscales/2012/23_LEY_ORGANICA_DEL_PO_DER_EJECUTIVO.pdf)

Once the scoreboard has been established, the baselines should be determined, as well as the frequency of measurement and, if possible, retrospective, prospective and monitoring information of the year to be evaluated, that is, goals should be established so that, in a next phase, the results can be evaluated with respect to what has been done and this allows to have solid indicators that show the subnational reality considering the availability of information, as well as the source of data generation.

6.2. Evaluation of progress in implementation for compliance with the SDGs by the State Public Administration

The evaluation is the process that will allow knowing the degree of progress in the SDGs taking as input the information gathered in the monitoring stage. The results of this process will identify the strengths and areas of opportunity in the implementation of the 2030 Agenda and rethink the route to achieve the desired results and impacts.

Based on the results obtained from monitoring the indicators included in the dashboard, and based on the baselines and established information, the relevant evaluation mechanism will be defined according to the characteristics of the data obtained. For this process, it is essential to define means of verification to verify the progress reported, so that this set of data reflects the progress made in the indicators and goals of the SDGs.

It should also be considered that the process of updating the state planning instruments will reorient the efforts of the State Public Administration and will make visible the areas of opportunity for measurement, giving priority to the sustainable approach. In addition, the reports derived from the SDGs indicators of the platform of the Information System of the Sustainable Development Goals of the INEGI, who serves as a permanent guest of the State Council, should be followed up.

For this, it is considered important to evaluate the level of implementation of the SDGs in the updated normative instruments of the state and to carry out an initial diagnostic assessment, which will serve as a reference for future evaluations. The above considering that the actions carried out at the management level, do not generate an immediate result in the impact level indicators.

6.3. Challenges and lessons learned

As mentioned above, the development of indicators for monitoring and evaluation is a pending task of the Technical Working Committee, since even though there are management indicators and performance at the state level, they are focused on the measurement of budgetary programs and the functioning of the State Public Administration.

The important challenge is to link these indicators with the 2030 Agenda and to measure the degree of implementation and impact that state and municipal actions have in achieving the SDGs.

For this reason, it is crucial to re-elaborate the linkage analyzes of the SDGs with the objectives of the State Development Plan 2016-2022, taking into consideration the update exercise that is being carried out. Likewise, the reclassification of responsibilities of the indicators, goals, and objectives of the 2030 Agenda among the units of the State Public Administration is fundamental to be able to generate solid monitoring and evaluation of this international agenda. Finally, in this exercise of implementation and acquisition of responsibilities, it is important to include the actors of civil society, academia and the productive sector, which, as explained below, are participating in the work of the 2030 Agenda.

On the other hand, the measurement at the municipal level will also be of great importance, in order to know the degree of operationalization of the 2030 Agenda and its inclusion in the planning processes.

Although the Government of Oaxaca has stood out for having a great advance in the work of the 2030 Agenda, it is pertinent to recognize that the process of monitoring and evaluation needs further consolidation in order to meet the objectives that are proposed and thus know the impact of what is being done in compliance with the 2030 Agenda.



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umento riesgo

...ración

SUSTENT

REFORESTACION CONCIENCI

7

MULTI-STAKEHOLDER ENGAGEMENT

7. MULTI-STAKEHOLDER ENGAGEMENT

The 2030 Agenda is presented as a plan of action in favor of people, prosperity and the planet, strengthening peace and alliances⁴⁵. In this way, it fosters collaboration and coordination among the different actors involved in complying with the SDGs.

The 2030 Agenda is universal, applies to all countries, to all people and has an implicit recognition of collective action. For its implementation, it is necessary to break common forms of behavior and thought, implies a comprehensive vision and the participation of actors who commonly work separately. The 2030 Agenda recognizes the importance of joining efforts from the multiplicity of actors involved in the achievement of the 17 SDGs under the "no silos" principle. In this sense, the inclusion of international organizations is important in support of the preparation of public policies at the national, subnational and local levels, with the purpose of complying with this task⁴⁶.

The Government of Oaxaca has tried to comply with the principle of universality, of "leave no one behind", of integrality and multi-actor alliances through two mechanisms of great importance. The first is the organization of three Working Committees, which cover the three dimensions of sustainable development: social inclusion, economic growth, and environmental sustainability, with the participation of representatives of civil society, academia, the productive sector and state agencies. They have the purpose of being a space for interaction and articulation that works as a laboratory of ideas for the elaboration of sustainable public policies, built from an integral perspective.

The second mechanism is the technical cooperation agreement that the Government of the State of Oaxaca has with GIZ since September 2018, where collaboration in the implementation of this Agenda at the state and municipal level has been fundamental to successfully achieve progress in the works so far carried out in Oaxaca.

⁴⁵ State Council, "Presentation of workshops with municipalities", 2019, pp. 8 (Internal document)

⁴⁶ United Nations for Development Program, "Support to the implementation of the 2030 Agenda for Sustainable Development", 2016, pp 6 (Available at: <https://www.undp.org/content/undp/en/home/librarypage/sustainable-development-goals/strategy-undp-support-to-the-implementation-of-the-2030-agenda/>)

Additionally and adding to the principle of multi-actor alliances, the Government of the State of Oaxaca, through the CG-COPLADE, has an alliance with the European Union formalized in October 2018, through a project called "Strengthening the Territorial Management Process" and Participatory Planning with a Human Rights-Based Approach which allows for the financing of initiatives for the development of groups of the Oaxacan population in vulnerable situations, through civil society organizations.

7.1. Mechanisms of involvement of civil society, academia, and productive sectors

The normative documents of the State Council established the promotion of the participation of the civil society, the academy and the productive sector⁴⁷, as well as the creation of Working Committees⁴⁸. Based on this foundation, a citizen inclusion scheme was defined, which contemplated the participation of the productive sector and the articulation of actions with the academy.

The Technical Working Committee elaborated the *Methodology for the inclusion of the Organizations of the Civil Society, the Productive Sector and the Educational and Scientific Community*, which seeks to promote and strengthen alliances, to combine the efforts to form a common framework of action to put an end to poverty, create a decent life and opportunities for all, preserving the environment.

This methodology has the purpose of forming three Working Committees: 1) Social Inclusion, 2) Economic Growth and 3) Environmental Sustainability, considering the three dimensions of sustainable development.

⁴⁷Government of the State of Oaxaca, "Decree of Creation" Article 4 Fracc. X, Official Newspaper, 2018. (Available at http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2019/05/EXT-DECAGENDA2030-2018-02-09_ok.pdf)

State Council, "Operational Guidelines" Article 19, 2018, pp 4. (Available at: <http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2018/10/LINEMENTS-CONSEJO-2030-POE.pdf>)

⁴⁸ Government of the State of Oaxaca, "Decree of Creation" Articles 12, 13 and 14, Official Newspaper, 2018. (Available at: http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2019/05 /EXT-DECAGENDA2030-2018-02-09_ok.pdf)

For the formation of these Committees, the classification of indicators by dependencies (previously mentioned) and INEGI indicators on the SDGs and their respective goals were taken into account. As a result, a distribution of SDGs and state dependencies was reached by the dimension of sustainable development. In addition, three SDGs that are crosscutting were considered in the three Working Committees: SDG 5: Gender equality, SDG 10: Reduction of inequalities and SDG 17: Partnerships to achieve the Goals.

Fig. 7 Working Committee's alignment to the SDGs



Derived from the previous classification, the methodology was put into operation, which has three phases and with the Action Guide, a guiding document for its proper functioning:

Fig. 8 Implementing framework for Committees of the State Council



1. Initial phase

To begin this phase, the Working Committee held an informative meeting of this methodology with the state agencies that make up the three Working Committees.

2. Integration phase

This phase included the identification of stakeholders interested in participating as part of the Working Committees, for which public and an open call was issued, from November 6 to 19, 2018. In total, 43 requests were received:

Table 6 Results of the Open Call for the Integration of Working Committees of the State Council

Working Committee	Requests from received participants			
	Civil society organizations	Educational institutions	Productive sector	Total by sector
Social Inclusion	19	5	0	24
Economic Growth	6	3	1	10
Sustainability	4	1	4	9
TOTAL BY COMMITTEE	29	9	5	43

Source: Own-work with information from the Technical Committee of the State Council (Government of the State of Oaxaca, 2018)

Once the call was finalized, the selection was made of those actors that would form each of the Committees, by the members of the State Council, on November 27. Finally, on November 28, a presentation meeting was held with all the finalist members of the three Working Committees:

Table 7 Integration of the Working Committees of the State Council

Working Committee	SDGs	Government institution	Civil society organizations	Academic institutions	Productive sector
Social Inclusion	1. No Poverty	SEDESOH DIF SE	1. Centro de Innovación y Desarrollo Emprendedor Huaxyacac A.C.	1. Colegio Nacional de Educación Profesional Técnica	
	2. Zero Hunger	SEDAPA SSO IEEPO	2. Mujeres Productoras de Todos Los Tiempos	2. Universidad Tecnológica de los Valles Centrales de Oaxaca	
	3. Good Health and Well-being	CGEMSSyCyT SINFRA SSPO	3. Solidaridad Internacional Kanda A.C.	3. Universidad Autónoma Benito Juárez de Oaxaca	
	6. Clean Water and Sanitation	SEGEGO SCTG SA	4. Mujeres Generando Cambio y Bienestar A.C.	4. Instituto Tecnológico Superior de Teposcolula	
	16. Peace and Justice Strong Institutions		5. Eka Jiva al servicio de grupos vulnerables. 6. Enlca de Pueblos y Organizaciones Costeñas Autónomas	5. Tecnológico-Nacional de México-Instituto Tecnológico de Pochutla 6. Instituto Pedagógico Computarizado	
Economic Growth	8. Decent Work and Economic Growth	SE SECTUR CGEMSSyCyT	1. Hub Impulsor Social A.C. 2. Unión de Profesionistas y Comunidades por el desarrollo Productivo y la Cohesión Social de México A.C.	1. Colegio Nacional de Educación Profesional Técnica 2. Universidad Tecnológica de los Valles Centrales de Oaxaca	1. Ambientes Europeos SA de CV 2. Mario Alberto Gopar 3. Solarvatio SA de CV
	9. Industry, Innovation and Infrastructure	SINFRA SEMOVI SECULTA	3. Instituto de Innovación y Tecnologías Educativas A.C.	3. Facultad de Economía de la UABJO	
	11. Sustainable Cities and Communities	CGCOPLADE SEGEGO SEDAPA			
	12. Responsible Consumption and Production				
Sustainability	7. Affordable and Clean Energy	SINFRA SEMAEDESOS SE	1. Gestratégico Kova, A.C. 2. La Ventana A.C.	1. Tecnológico-Nacional de México-Instituto Tecnológico de Pochutla	1. Ambientes Europeos SA de CV 2. Solarvatio SA de CV
	13. Climate Action	SEGEGO SEDAPA SECTUR			
	14. Life Below Water				
	15. Life on Land				

Source: Own-work with information from the Technical Committee of the State Council (Government of the State of Oaxaca, 2018)

In the same way, the election of:

- An Executive Secretary, whose rotation will be annual, and will fall to a state agency, who will be in charge of preparing, safeguarding and monitoring the physical evidence generated in each Committee.
- A Coordinator, who will be in charge for one year and will correspond to a representative of civil society, academia or productive sector, who will be in charge of directing the meetings and work of the committees⁴⁹.

The Technical Working Committee serves as a permanent advisor to the three Working Committees.

Table 8 Representatives of the Working Committees of the State

Working Committee	Representatives	
	Non-state actor (Coordinators)	Dependency of the state (Executive Secretary)
1 Social Inclusion	International Solidarity Kanda, A.C.	Secretary of Indigenous and Afro-Mexican Peoples
2 Economic Growth	Hub Social driver, A.C.	Secretary of Economy
3 Sustainability	La Ventana, A.C.	Secretary of Environment, Energy and Sustainable Development

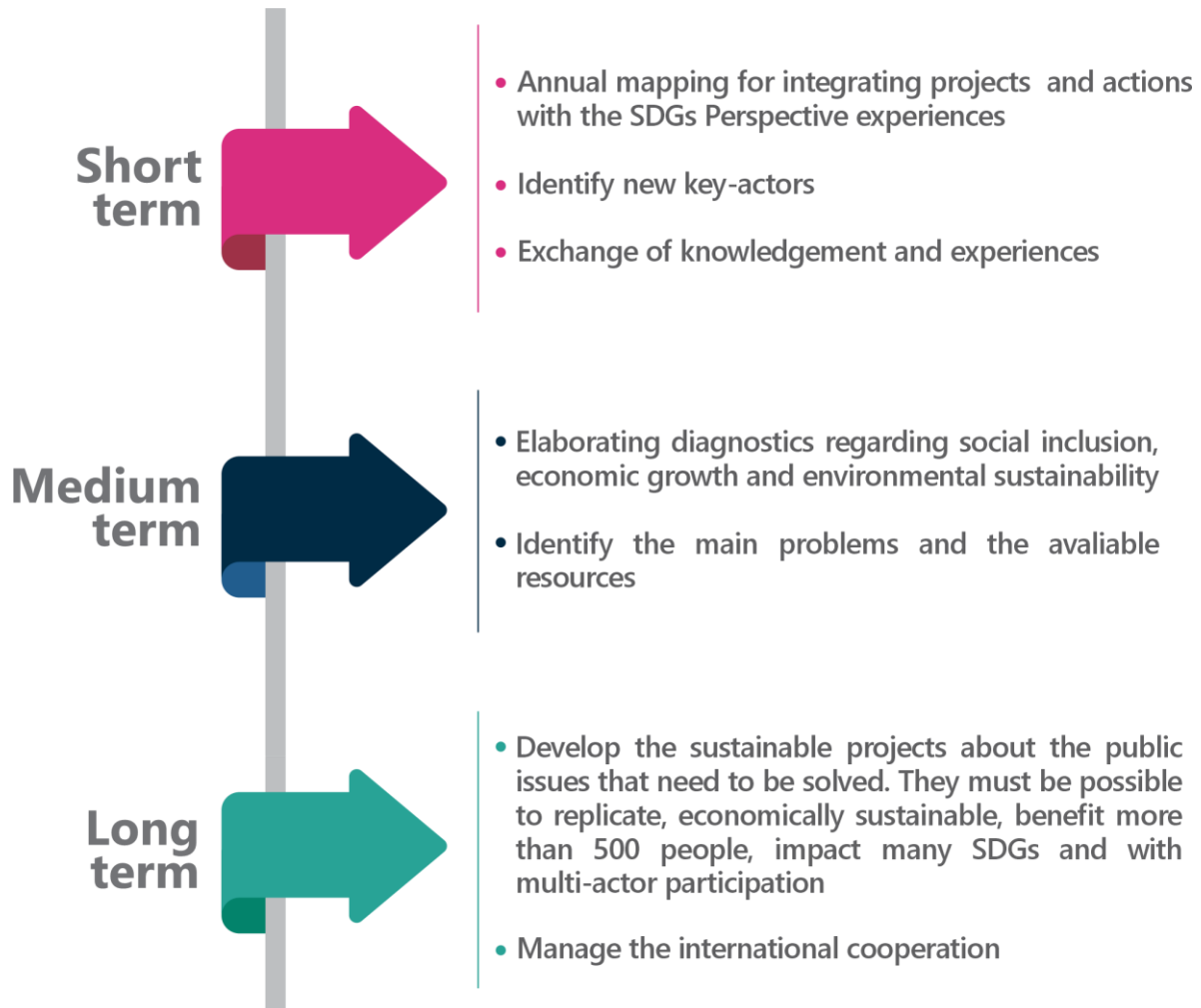
Source: Own-work with information from the Technical Committee of the State Council (Government of the State of Oaxaca, 2018)

3. Advisory phase

The objective of this phase is the implementation of the work of the three committees, from its formalization. On March 6, there was a meeting between the Technical Working Committee and the representatives of each Committee where the work mechanics that are expected to be carried out in the short, medium and long term were presented:

⁴⁹ State Council, "Action Guide. Methodology for the inclusion of Civil Society Organizations, the Productive Sector and the Educational and Scientific Community in the 2030 Agenda in the State of Oaxaca ", 2018, pp 12. (Available at: <http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2018/11/Guide-de-acción-2030.pdf>)

Fig. 9 Implementing framework of the State Council Committees



Source: Own-work with information from the Technical Committee of the State Council (Government of the State of Oaxaca, 2018)

Finally, on May 6 of this year, the Governor of the State of Oaxaca, Mr. Alejandro Murat Hinojosa, in his role of President of the State Council, protested to all the members of each Committee, formalizing the integration of the Working Committees.

The work of each Working Committee will be integrated as part of the Annual Plans of the State Council to be approved in the different annual sessions that take place. The goal of these Committees is to arrive at the preparation of a project that has an impact on the 2030 Agenda and to be a space for public policy innovation.

Fig. 10 Assembly of the Working Committees of the State Council



7.2. Technical Cooperation with GIZ

The Government of the State of Oaxaca has a technical cooperation agreement with GIZ. This collaboration was the result of the joint application to the *2030 Agenda Transformation Fund* of the Federal Ministry for Economic Cooperation and Development of Germany (BMZ for its acronym in German). The Oaxaca project was the winner in September 2018, formally beginning the collaboration between the Government of the State of Oaxaca and the GIZ.

This cooperation is based on three lines of action:

1. Integration of the 2030 Agenda into the planning frameworks and instruments and the granting of technical support in the areas of priority public policy that promote sustainable development at the local level.
2. Development of a mechanism to monitor indicators for the implementation of the 2030 Agenda at the municipal level.

3. Integration of a perspective of sustainable development in the use of the resources received by the municipalities through transfers from the federation, via the Contribution Fund for Social Infrastructure (CFSI), as well as in the prioritization of works and investment municipal public.

The objective of this cooperation and the implementation of the 2030 Agenda is that all municipalities in the state of Oaxaca adopt the vision of sustainable development to achieve compliance with the SDGs. To make this a reality, a sample of 10 municipalities was chosen under a robust methodology based on technical criteria, to work closely with this pilot sample and then extrapolate activities and work methodologies to the remaining 560 municipalities in the State⁵⁰.

Inputs generated in the framework of the technical cooperation project

Within the framework of technical cooperation between GIZ and the Government of the State of Oaxaca, a series of inputs have been developed that will contribute to the efforts to integrate the perspective of the 2030 Agenda in the field of planning, monitoring and financing at the municipal level.

The inputs that have been generated and that in other cases are expected to be developed in the framework of the first phase of the project are the following:

1. Guide for the Elaboration of Municipal Plans of Sustainable Development
2. Video on the prioritization of public works with a focus on sustainability
3. Linking the Contribution Fund for Social Infrastructure (CSFI) of Branch 33 to the SDGs
4. Monitoring platform on sustainable development at the municipal level
5. Toolbox for the design of sustainable projects in five priority public policy areas at the municipal level

* Consult annex for more information about the inputs generated in the framework of the technical cooperation with GIZ.

⁵⁰ This methodology can be consulted at <http://www.agenda2030.oaxaca.gob.mx/wp-content/uploads/2019/actas/metodologia-de-seleccion-de-la-muestra-de-10-municipios.pdf>

The work to be developed in the first phase of the implementation of the pilot project is structured around the following activities and times:

Table 9 Working report of the State Council with GIZ

Year	Month	Activities
2018	November	Final selection of municipalities samples
	December	Start of consulting activities for the alignment of the FAIS works catalog to the 2030 Agenda. Inviting meetings to the elected municipal authorities to be part of the sample
2019	January	Training public officials and municipal authorities on the 2030 Agenda Training for Technical Liaison Modules of COPLADE on the integration of the 2030 Agenda in the Municipal Development Plans
	March/ April	Training workshops for the 10 municipalities of the work strategy focused on the GIZ
	April (1)	Publication of the sensitization video of the 2030 Agenda to guide the prioritization of works with a focus on sustainable development in all the municipalities of the state
	April (15)	Publication in the Official Newspaper of the Guide for the elaboration of Municipal Sustainable Development Plans
	June	Catalog linking the FAIS works with the SDGs and multicriteria analysis tools for the prioritization of public works from a sustainability perspective
	September	Systematization of all the inputs produced throughout the technical cooperation Closing event to finalize the technical cooperation project
	November (untimely delivery)	Development of the indicator monitoring board Tools of the five public policy areas for sustainable projects

* Consult appendix for more information about the projects generated derived from the technical cooperation with GIZ.

Extension of technical cooperation with GIZ

In January of this year, GIZ announced the possibility of extending the technical cooperation of the "Initiative Agenda 2030" project with the Government of Mexico, with the opportunity to implement a project based on the subnational planning approach and fiscal federalism. The purpose of this project is the implementation of the 2030 Agenda at the subnational level, specifically in two pilot states: Oaxaca and Mexico City.

For this reason, on January 24 a team of external advisers from the BMZ visited Oaxaca on an exploratory mission for the possible extension of the technical cooperation agreement between GIZ and the Government of the State of Oaxaca.

Various meetings were held with the member offices of the Technical Working Committee (SEDESOH, SEFIN, CG-COPLADE and the ITE) and it was determined that the possible cooperation would be in the following aspects:

- 1) Technical support for the alignment of planning documents (State Development Plan and budget programs)
- 2) Strengthening the inclusion mechanism of civil society, the educational and scientific community, and productive sector
- 3) Alignment of the budget to the 2030 Agenda
- 4) Monitoring of the 10 municipalities in the sample

The particularities of this possible expansion of the cooperation between the GIZ and the Government of the State of Oaxaca are currently being analyzed by the BMZ.

Fig. 11 GIZ meeting with the Government of Oaxaca



7.3. Challenges and lessons learned

Although one of the principles of the 2030 Agenda is the multi-stakeholder alliance, this represents the greatest challenges that this initiative has, because it translates into changes in traditional paradigms and silos, which imply the separation of roles between social groups, as for example the government and civil society.

In addition to this, the daily work of the different institutions is usually characterized by a delimitation in sectors and topics to be addressed that is inscribed in their corresponding regulations. For example, as we have seen previously, the Organic Law of the Executive Power of the State of Oaxaca delimits the faculties, responsibilities and activities of each institution of the State Public Administration, while, on the other hand, the civil associations, academics, and companies inscribe in their constitutive acts the different activities to be carried out.

This separation of activities and sectors based on a legal constitution document represents the greatest challenge to be able to comply with the integrity principle. Although we know that this principle does not affect the normativity of actions, if it implies a change of conception in the way of doing things, that is, implies that the way of working, of making public policies or of imparting knowledge takes into consideration the three dimensions under a transversal and indivisible perspective.

In addition to this reflection and specific in the Oaxacan context, the separation in the daily work of government institutions with civil society is very marked, since there is an atmosphere of distrust for the coordinated work between these two sectors for lack of a standard that identifies reliable way civil society organizations that meet the legal requirements necessary to carry out their activities. However, this situation opens a window of opportunities for the generation of these requirements that facilitate cooperation between the government sector and organized civil society, as well as academia and the productive sector.

On the other hand, the two multi-stakeholder alliances presented here, the Working Committees and the technical cooperation with GIZ, represent an example of how silos can be broken in order to work in a coordinated manner with other sectors.

The relevance of the creation of these Working Committees is wide, although it is the first exercise, demonstrates the willingness of all parties to generate joint actions and break the paradigms of individualism. Similarly, it represents an important attempt to collaborate on different topics that do not necessarily correspond to the activities of the institutions that make up these Committees.

It is important to mention that the Working Committees are of recent creation and an evaluation of the implemented methodology is needed in order to generate improvements and be able to include other actors of the population that were missing in these collegiate groups.

Finally, the coordination with the GIZ represents an effort on the part of the Government of Oaxaca to be able to have a broader vision that implies collaboration with international agencies for the strengthening of capacities for the achievement of sustainable development. Although this technical cooperation has left several lessons learned, it is necessary to join efforts with other international agencies to strengthen specific issues that are important for the current government and that do not have the capacity to address them.

In the same way, it is necessary to strengthen working links with the other federal entities and with the Federal Government in order to build a joint agenda on national priority issues.



Oaxaca 2030
SEDESOM
GLZ
COPLADE
Jalapa de Diaz
"BIENVENIDOS AL TALLER DE: CAPACITACION DE PLANEACION MUNICIPAL DE DESARROLLO SOSTENIBLE"
San Felipe Jalapa de Diaz, Oax. a 3 de Abril de 2019

8

SDGs IN THE STRATEGIC MUNICIPAL PLANNING

8. SDGs IN THE STRATEGIC MUNICIPAL PLANNING

8.1. Municipal planning

According to Article 115 of the Mexican Constitution, the municipality is the base of the state territorial division, the political and administrative organization. Municipalities are the political division that is closer to the population since it is the level of government with which they coexist in daily life.

The 2030 Agenda is designed in a *bottom-up* application, which means, that the SDGs are implemented from the local level and then go up from the state, national and international level. This change in the paradigm requires citizenship participation in the fulfillment of the SDG's, following the principle of "leave no one behind" as well as the law of shared responsibility.

In the case of Mexico, this responsibility falls on the municipal governments, which function as agents of change for three reasons:

1. The obligations established in Article 115 of the Federal Constitution are consistent with many goals of the SDGs, so there is a direct link with the 2030 Agenda.
2. Municipalities are the level of government closest to citizenship, which implies better knowledge of the needs and possible solutions to the problems of the community.
3. The potential changes at this level of government are much more visible and have a more significant impact on people's lives.

These three reasons strengthen the local vision about sustainable development and are essential to achieve the SDGs. In this way, the Government of Oaxaca has involved the municipalities, who have adopted the commitment and assumed the responsibility to carry out the implementation of this Agenda.

The implementation of the 2030 Agenda in the municipalities of Oaxaca has been carried out in three ways, which involve the inclusion of the dimensions of sustainable development and the principles of the 2030 Agenda.

As part of the technical cooperation with GIZ, a *Municipal Sustainable Development Plan Guide*⁵¹ was elaborated, which has as its primary objective to guide municipal governments in the preparation of their Municipal Plans with a participatory and sustainable development approach. Planning is the fundamental basis to be able to include a vision of sustainable development that allows the generation of public policies designed to achieve the SDGs⁵².

The second mechanism was the selection of the ten municipalities that are part of the sample to work coordinately with the GIZ and the Technical Working Committee in terms of municipal planning, the prioritization of public infrastructure and citizen participation.

Fig. 12 Letter of intent signed by municipal authorities with the Government of Oaxaca.



⁵¹ On April 15, 2019, the Guide for the Elaboration of Municipal Sustainable Development Plans in the State of Oaxaca was officially published, becoming a mandatory tool for City Councils to prepare their Municipal Plans of Development under a vision of sustainability, integrating the guiding principles of the Agenda 2030. This guide can be consulted in:

<<http://www.coplade.oaxaca.gob.mx/wp-content/uploads/2019/04/PMD-Oaxaca-11-Marzo.pdf>>

⁵² State Council of the 2030 Agenda / Consejo Estatal, "Agenda 2030 y Desarrollo Municipal. Guía para la Elaboración de Planes Municipales de Desarrollo Sostenible", 2019, pp. 9 (Disponible en: <http://www.coplade.oaxaca.gob.mx/wp-content/uploads/2019/04/PMD-Oaxaca-11-Marzo.pdf>)

In terms of technical cooperation, on March 19, 2019, the "Sustainable Planning Workshops at the Municipal Level" began with the participation of municipal authorities, those responsible for the preparation of local plans and citizenship in general. This activity was given by GIZ, SEDESOH, and CG-COPLADE, focusing on three fundamental issues of municipal planning:

1. Integration of the 2030 Agenda in municipal planning through the Guide for the Elaboration of Municipal Plans for Sustainable Development.
2. Inclusion of a vision of sustainable development in the prioritization of public infrastructure and local public investment, through the production of an informative video for this purpose.
3. Importance of citizen participation in the municipal planning processes, through a first multi-stakeholder consultation exercise around the formulation of the Municipal Plans.

The calendar of the local governments' workshops is the following:

Table 10 Calendar of municipal training

#	Municipality	Region	Training date	Assistants
1	Heroic City of Huajuapán de León	Mixteca	March 19	65
2	San Cristóbal Amoltepec	Mixteca	March 20	75
3	San Jacinto Amilpas	Central Valleys	March 21	27
4	San Pedro Amuzgos	South Sierra	March 26	44
5	San Pedro Pochutla	Coast	March 28	58
6	Miahuatlán de Porfirio Díaz	South Sierra	March 29	18
7	San José Tenango	Cañada	April 2	50
8	San Felipe Jalapa de Díaz	Papaloapam	April 3	50
9	Teococuilco de Marcos Pérez	North Sierra	April 5	33
10	Santo Domingo Tehuantepec	Isthmus	April 8	30

This activity will finish with a specific follow-up of the elaboration, review, and approval of the Development Plans of these ten municipalities of the sample, which should integrate the perspective of sustainable development of the 2030 Agenda in this document of local development.

Finally, the third way was the installation of the Municipal Social Development Councils as spaces that focus their work on the 2030 Agenda, which is explained below.

Fig. 13 Training session at the municipality of San Cristobal Amoltepec



8.2. Municipal Social Development Councils

According to the Organic Law of the Executive Branch of the State of Oaxaca, in its 49th BIS article, CG-COPLADE, among other faculties, has the responsibility of provide capacity building to municipal authorities, in order to strengthen the tasks of planning, execution and monitoring of plans, programs and projects in the local, micro-regional and regional level.

The CG-COPLADE has Technical Liaison Modules distributed in the regions of Oaxaca that are responsible for this task and has many others with the municipalities. On the

other hand, municipalities have the responsibility of creating their Municipal Councils for Social Development⁵³. Those instances serve for the participation of the communities in the application, vigilance, and use of the public resources that the municipality receives to build social infrastructure every fiscal exercise.

Derived from the powers of the CG-COPLADE and the existence of the figure of these Councils, from January 2019 CG-COPLADE has promoted the adoption of the 2030 Agenda in these collegiate bodies, with the purpose of having a more significant commitment by the municipal authorities, which is reflected in the investment of public spending on sustainable infrastructure that benefit the community.

Nowadays, 547 Municipal Councils for Social Development have been installed in Oaxaca, which will be forums for a plural and inclusive participation and dialogue for the implementation of the 2030 Agenda, as well as constituting links between the three levels of government, the social and private sectors.

8.3. Challenges and lessons learned

Although the challenges presented by the implementation of the 2030 Agenda at the municipal level are broad, they represent on the other hand, an area of opportunity that had not been explored before. The vast diversity that exists among the population of each municipality allows us to know the difficulty of implementing the same international scheme for all, but at the same time, it will enable us to see the degree of flexibility that the 2030 Agenda and the SDGs may have in the location exercise.

As it can be seen in section 4. Characteristics of Oaxaca, the orography and biodiversity of the state have is broad, allowing rise to the natural wealth of this territory. Nevertheless, these characteristics make more complex the communication networks between communities. As a result, Oaxaca has a high level of population dispersion, a situation that makes more difficult for the 2030 Agenda to be implemented in those communities.

⁵³ Organic Municipal Law of the state of Oaxaca / Ley Orgánica Municipal del Estado de Oaxaca, "Artículo 68 Fracc. XIV", última reforma 2015, pps. 31 a 35. (Disponible en: https://www.finanzasooaxaca.gob.mx/pdf/asistencia/leyes_fiscales/2015/pdf/LOM.pdf), Ley de Planeación, Desarrollo Administrativo y Servicios Públicos Municipales, "Artículos 46, 47, 64, 65 y 67", Última reforma 2011, pps. 13 a 19. (Disponible en: https://docs64.congresooaxaca.gob.mx/documents/legislacion_municipals/Ley_de_Planeación_Desarrollo_Administrativo_y_Servicios_Públicos_Municipales.pdf)

Equally, the multiethnicity and multiculturalism of Oaxaca, which is one of its most attractive characteristics, represents a window of opportunity to observe how the SDGs can be adapted to the context of life and worldview of each ethnic group of the state. It is an unprecedented exercise worldwide.

Likewise, the coexistence of two electoral systems (political parties and Internal Normative Systems) and the period of the administrations⁵⁴ have made it possible to observe how the citizens of the state adopt the 2030 Agenda. This particularity of the municipalities of the state of Oaxaca has been an exciting challenge for the design and implementation of strategies to achieve the SDGs at the local level since every municipality is unique and requires to be focused in that manner.

Nevertheless, both the municipalities governed by political parties and by the INS have demonstrated the same degree of willingness and commitment regarding the adoption of this Sustainable Development Agenda.

In the end, the social complexity of Oaxaca is reflected in the agrarian conflicts that currently exist. According to data from the General Secretariat of Government via the Agrarian Mediation Board, at the present time, there are 364 on-going conflicts. Of those, 29 are considered high-risk, 124 are given attention by negotiation tables with the conflicting parties⁵⁵. This situation represents a significant challenge, as it poses difficulties to follow through with the commitments for the implementation of the 2030 Agenda in these communities.

However, the efforts that currently take place at the municipal, state and national levels imply to continue with a coordinated agenda that in a medium and long term, results in the adoption of the vision of sustainable development in the collective imagination of all the country in all levels of government.

⁵⁴ Local administrations can last one year, a year and a half, two years and three years.

⁵⁵ El Universal, "Out of 364 agrarian conflicts in Oaxaca, only 124 move towards peace". El Universal, 2018. (Available at: <http://oaxaca.eluniversal.com.mx/especiales/24-07-2018/de-364-conflictos-agrarios-en-oaxaca-solo-124-avanzan-hacia-la-paz>)



9

STRATEGY FOR COMMUNICATION AND DISSEMINATION OF THE SDGs

9. STRATEGY FOR COMMUNICATION AND DISSEMINATION OF THE SDGs

The dissemination and communication of the SDGs and the different elements that make up the 2030 Agenda is a fundamental element for its implementation. The analysis of communication strategies to disseminate the progress of the 2030 agenda and the progress of compliance is the responsibility of the State Council, in accordance with the provisions of art. 4 section VI of the creation Decree.

In order to comply with this point, a Communication and Social Diffusion Strategy was established in the 2018 Activity Plan with the following lines of action, supported by the regulatory body of government communication and dissemination, the General Coordination of Social Communication and Government Spokesperson of the State:

- a. Create a website on the 2030 Agenda in Oaxaca, which serves as a repository of documents of interest and for the dissemination of specialized news
- b. Develop an imaging manual that guides the design of communication products related to the 2030 Agenda in Oaxaca
- c. Manage the publication of messages related to the SDGs and the progress of the State Council, which disseminate its purpose and usefulness to various publics
- d. Carry out an informative campaign in social networks about the governmental actions linked to the fulfillment of the SDGs

In this context, a website⁵⁶ was created to communicate and publicize the achievements of the State Council through the documents generated. Likewise, an identity manual was developed with the graphics of "Oaxaca 2030" and the explanation of its different uses. This logo was endorsed by the Social Communication and Government Spokesperson of the State and verified its consistency with the graphic identity of the Government of the State of Oaxaca.

Finally, the institutional accounts were created to publicize the work of the State Council related to the 2030 Agenda. Social networks have made it possible to effectively disseminate the information of the SDGs in a timely manner, as well as the calls and activities carried out for the compliance with the 2030 Agenda in Oaxaca.

⁵⁶ <http://www.agenda2030.oaxaca.gob.mx/>

It has an email and Twitter and Facebook accounts:

E-mail: agenda2030oaxaca@gmail.com

Fb: Oaxaca 2030

Tw: @ Agenda2030Oax

In 2019, the informative campaigns and the dissemination of activities and achievements of the State Council, its Working Committees and those carried out in the 10 municipalities of the sample of the pilot project with GIZ will continue. Likewise, the 2030 Agenda is expected to be communicated in the mother tongues of Oaxaca and performance monitoring will be carried out to the communication areas of the state agencies regarding the publication of messages of actions related to the SDGs.

9.1. Training workshops

To reinforce the work on communication and join efforts with the state agencies that are part of the State Council, in December 2018, a workshop was held where the progress made by the State Council in relation to the implementation of the 2030 Agenda for sustainable development.

In addition, and in conjunction with the Social Communication and Government Spokesperson of the State, a unit of the State Public Administration responsible for social communication of the State Government ⁵⁷, commitments were established regarding the communication of this mechanism on a permanent basis:

- a. Know and make use of the corporate identity manual, applying the same language, quality, and timeliness in the creation of contents of Oaxaca 2030.
- b. Send a weekly press release with government actions related to compliance with the 2030 Agenda
- c. Follow the official accounts of Oaxaca 2030 on Twitter and Facebook and share publications of interest to each institution.
- d. Publish two or more contents per week that relate to any of the SDGs from the official accounts and tag the accounts of Oaxaca 2030.

⁵⁷ Organic Law of the Executive Power of the State of Oaxaca, "Second Transitory", last reform 2012, pps. 82 and 83 (Available at: https://www.finanzasooaxaca.gob.mx/pdf/asistencia/leyes_fiscales/2012/23_LEY_ORGANICA_DEL_PO DER_EJECUTIVO.pdf)

- e. Create content (images, videos, illustrations, animations) that can be published in the accounts of Oaxaca 2030.
- f. To encourage the holders of state agencies to identify the work that their institution does to comply with some of the SDGs for their later, emphasizing the shared responsibility of the citizens and participating entities.
- g. Motivate the writing of articles by the heads of the government agencies regarding compliance with the 2030 Agenda in Oaxaca, so that its publication in the Sustainability magazine issued by the Coordination of Planning and Evaluation for Social Development of Oaxaca
- h. Develop advertising materials aligned with the institutional identity of the 2030 Agenda and that can be distributed to position this brand in the minds of citizens.

9.2. Sostenibilidad digital magazine

The magazine “*Sostenibilidad: approaches and strategies for development in Oaxaca*” is a medium of digital dissemination issued by SEDESOH, through its decentralized body: the Coordination of Planning and Evaluation for Social Development of Oaxaca (COPEVAL), to create a space to meet voices and opinions on social development with a focus on sustainability, adapted to the new digital spaces for communication and dissemination.

To date, it has three publications in which authors and authors related to the academic and research sector participated, as well as the young entrepreneurs of Oaxaca, as well as officials who work in the field of social development.

Some participation have been by researchers from the Technological University of the Mixtec (UTM), the Higher Technological Institute of Teposcolula (ITSTE), the Center for Research and Higher Studies in Social Anthropology (CIESAS), the Pacific South region, the Research and Teaching Center Economic (CIDE), *Columbia University* and *World Justice Project*, among others.

Fig. 14 Cover of Sostenibilidad magazine



9.3. First Convention for Sustainable Development in Oaxaca

In order to fulfill the purpose of dissemination and continue with the principle of multi-stakeholder alliances, on November 26th and 27th the First Convention for Sustainable Development in Oaxaca was held: IRIS 2030, as a joint effort between SEDESOH and the Technological University of Central Valleys of Oaxaca (UTVCO).

The objective of this event was to publicize the Sustainable Development Goals of the 2030 Agenda through conferences, talks, workshops, competitions, concerts, gastronomic exhibitions, solidarity economy fairs, theater plays, film projections, art exhibitions, among others, where 1,300 students and 200 people from the general public participated.

Likewise, it was attended by 28 participating agencies (state institutions, civil society, and academia), as well as with 8 companies. A total of 33 lectures, 7 dialogues, 6 courses and workshops, 5 screenings of documentaries, 3 contests of Gastronomy "Sustainable Gastronomy", Mechatronic Prototypes and a Hackathon of Sustainable Solutions, 3 plays, 2 permanent exhibitions of the painter Manuel Molina "Art and sustainability", and a Gastronomy Show Room, 3 concerts: Children's band for the concert "For peace and the reduction of inequalities"; Concert ensemble "Chuy Corro" with rock band and soloist Claudia Monet, 2 Solidarity fairs and the presentation of the second issue of the digital magazine "Sustainability".

Fig. 15 First State Convention for Sustainable Development in Oaxaca





10

VISION TO
THE FUTURE

10. VISION TO THE FUTURE

The implementation of the 2030 Agenda at the state and municipal level is a process that requires continuity and constancy of multi-actor work. In the same way, throughout this document, a reflection has been made about the challenges and lessons learned in each stage of the work that has been carried out in Oaxaca.

It is our responsibility, as members of the State Council, to overcome the challenges presented in this document, analyze the lessons learned and generate good practices in order to continue with an effective exercise of the 2030 Agenda. For this reason, we list below the actions that we have planned to implement in the short, medium and long term:

1. Conduct an analysis of the existing databases in the state of Oaxaca and that already generate state agencies to make a comparison with the indicators of the 2030 Agenda of state and municipal competition and analyze the existence of data that can feed these indicators or the lack of them and the generation of proxy indicators.
2. Initiate a solid monitoring and evaluation process, as outlined in the section of this document, which measures the performance in the implementation of the 2030 Agenda and the impact on the achievement of the SDGs, both at the state as well as the local level.
3. Generate a state budget and public spending that takes into consideration compliance with the SDGs.
4. Ensure that public infrastructure projects are developed, at the state and municipal level, which take into consideration the integrality of the three dimensions and sustainable development.
5. Follow up on the municipal planning process with a vision of sustainable development of all the municipalities in Oaxaca.
6. Foster the awareness process of the 2030 Agenda, taking into consideration the multi-ethnic and multicultural complexity of Oaxaca, through the translation of the SDGs, the guiding principles of the 2030 Agenda and its implementation in the main mother tongues.

7. Strengthen institutional capacities through workshops, workshops, training, and meetings with all actors to exemplify the operationalization of the 2030 Agenda in the daily work and life of people in Oaxaca.

8. Build mechanisms that continue to promote inclusion with all sectors of society to strengthen the activities of the Working Committees.

9. Search for new multi-actor alliances with international organizations that strengthen local efforts and that join state and municipal works.

10. Strengthen communication and dissemination strategies in order to socialize the 2030 Agenda so that more actors join this cause.



- **ANNEXES**
- **LIST OF ABBREVIATIONS**

ANNEXES

Annex: Inputs generated in the framework of the technical cooperation project

• Guide to Municipal Plans for Sustainable Development

The Guide to Municipal Plans for Sustainable Development is an official document prepared by the Government of the State of Oaxaca in coordination with GIZ, where the dependencies that are part of the Technical Working Committee participated.

The importance of this Guide is that it is a document focused on municipal planning, since it is considered at this level of government as the basic territorial unit that knows the immediate needs of the population and functions as an agent of change by offering the best solutions to the problems of the community, based on their competences and attributions. Therefore, planning is the fundamental basis to be able to include a vision of sustainable development that allows formulating public policies designed to comply with the SDGs⁵⁸.

The purpose of this Guide is to guide the municipal governments in the preparation of the Municipal Development Plans with a participatory and sustainable development approach. In this way, this document serves to guide the execution and evaluation of government actions to comply with the SDGs and its principles, generating the well-being of people in their territories.

It should be noted that, as of April 15, 2019, the Agreement that issued the *Guide for the Preparation of Municipal Sustainable Development Plans in the State of Oaxaca* when published in the Official Gazette of the State of Oaxaca, date from which it becomes a mandatory tool for City Councils to prepare their Municipal Development Plans under a vision of sustainability, integrating the guiding principles of the 2030 Agenda.

⁵⁸ State Council, "Agenda 2030 and Municipal Development. Guide for the Elaboration of Municipal Plans of Sustainable Development ", 2019, pps. 8 and 9 (Available at: <http://www.coplade.oaxaca.gob.mx/wp-content/uploads/2019/04/PMD-Oaxaca-11-Marzo.pdf>)

- **Video demonstration of public works prioritization with a focus on sustainability**

As a complementary part to the activities to influence the realization of public works with a sustainable approach, a demonstration video developed to highlight the importance of the sustainability approach in the prioritization of public works in all the municipalities of Oaxaca.

Its main objective is to explain the importance and the way of including a sustainability approach in the social infrastructure works that are chosen in the municipalities, being the meetings of prioritization of public works the means of dissemination of this material. In this way, we seek to sensitize the audience present in these meetings about the relevance of considering the vision of sustainable development and the three dimensions of development.

On April 1, 2019, this video⁵⁹ was uploaded to the different social networks and websites of the agencies involved with the aim of making this video of the public domain and raising awareness in the population of the important role played by the municipal authority to achieve the sustainable development.

- **Linkage of the Contribution Fund for Social Infrastructure (CSFI) of Branch 33 to the SDGs**

The Contribution Fund for Social Infrastructure (CSFI) is a federal resource whose purpose is the financing of works, basic social actions, and investments that directly benefit the population in extreme poverty in localities with a high or very high level of social backwardness⁶⁰.

The FAIS, in addition to being the main resource available to municipalities via federal transfer, is a mechanism that municipalities have to promote local development, reduce levels of marginalization and contribute to the beginning of the 2030 Agenda "not to leave to nobody back", since it has its own criteria that ensure that the financed works address and reduce social needs.

- Derived from the need for social infrastructure works to be implemented in municipalities with a vision of sustainable development, GIZ and the Technical Working Committee agreed on the preparation of a series of technical inputs

⁵⁹ <https://www.youtube.com/watch?v=qzT00gnxPB4>

⁶⁰ Secretary of Welfare, "What is the Contribution Fund for Social Infrastructure (FAIS)?", 2015. (In: http://www.sedesol.gob.mx/en/SEDESOL/Informes_FAIS)

with the aim of integrating the perspective of the Agenda 2030 in the guidelines and catalog of works of the CSFI with a view to influencing the channeling of resources towards the financing of public works designed under sustainability standards.

In this sense, we are currently working on the following lines of action:

- 1) The generation of a technical document that identifies concrete criteria of sustainability to be included in the design of public investment projects that contemplate the three dimensions of sustainable development in order to achieve an optimization of public investment from the perspective of the 2030 Agenda, this document is accompanied by a checklist for its operationalization.
- 2) The analysis of the linking of the catalog of works and projects of the FAIS with the SDGs to identify the possible alignment and financing gaps.
- 3) A multi-criteria analysis tool that helps prioritize municipal works and facilitate decision-making regarding municipal public investment under sustainability standards. It is expected that in the month of June, work will be completed to obtain the expected products.

• **Monitoring platform on sustainable development at the municipal level**

The need for progress in the implementation of the 2030 Agenda at the state and municipal levels can be measured, in order to know the impact they have in compliance with the SDGs. This is fundamental for decision making and the design of strategies developed to address the gaps where additional efforts are required.

In this spirit, as part of the second line of action of the technical cooperation with GIZ, a monitoring platform is being prepared that will allow us to know the progress in the work of the 2030 Agenda that has been carried out in Oaxaca at the municipal level.

For this reason, the alignment work of the SISPLADE-MUNICIPAL with the SDGs is being carried out so that this monitoring mechanism reflects a more comprehensive vision of sustainable development in the municipalities of the state.

The SISPLADE- MUNICIPAL⁶¹ is an open data platform composed of six dimensions:

1. Social Needs
2. Municipal Development Plans
3. Prioritized Municipal Works
4. Municipal Resources
5. Municipal Works with Co-inversion
6. Work Progress

It is a tool used by the Government of Oaxaca to know the state of the municipalities in these six topics with the purpose of monitoring municipal investment.

Therefore, the purpose of this line of work is to carry out an analysis of this monitoring system so that the necessary changes and adjustments can be proposed in order to include management and impact indicators, in accordance with the attributions and municipal competencies to measure the degree of compliance with the SDGs that municipal public policies in the State have. In this regard, the SISPLADE platform will be strengthened considering the principles and objectives set out in the 2030 Agenda.

This tool will allow the Government of Oaxaca to learn about public policies, actions and municipal strategies aimed at achieving sustainable development, as well as progress in achieving the SDGs and the indicators proposed in the Municipal Development Plans.

It is expected to achieve the development of a final product towards the end of November of this year.

• **Toolbox for the design of sustainable projects in five priority public policy areas**

One of the agreements of the working sessions with GIZ for the definition of the tasks to be developed during the technical cooperation was the granting of technical support to the municipalities to promote sustainable development in their community. In this regard, the development of a series of technical inputs that strengthen municipal capacities in relevant public policy areas, while guiding decision-making towards the implementation of the 2030 Agenda at the local level, was proposed.

⁶¹Government of the State of Oaxaca, "SISPLADE Municipal y Microregional", 2019. (In: <http://sisplade.oaxaca.gob.mx/sisplade/>)

For this, five public policy areas were chosen that were considered priorities to achieve this objective in terms of the municipal powers and competencies, indicated in Article 115 of the Federal Constitution, and in view of the challenges and hurdles faced by the municipalities in Oaxaca regarding development. These were grouped around the three dimensions of the 2030 Agenda, complying with the principle of integrality:



The objective is to create a toolbox composed of technical inputs for each of these priority public policy areas, which serve as tools for the design of public policies, programs, projects and sustainable actions at the municipal level. Each of the inputs for the public policy areas will be accompanied by examples of good practices that will help to have a better idea about how to set down public policies in a practical way towards sustainable development. Likewise, this work will be reinforced with training to municipal authorities on the subject.

The final products of this line of work will be ready by the end of November of 2019.

LIST OF ABBREVIATIONS

ABBREVIATION	NAME
BMZ	Federal Ministry of Economic Cooperation and Development of Germany
BP	Budget Program
CADH	Coordination for Human Rights Attention
CEA	State Water Commission
CEPCO	State Civil Protection Commission
CGEMSYSCYT	General Coordination of Higher and Higher Secondary Education, Science and Technology
CGEFRI	General Coordination of Federal Liaison and International Relations
COCITEI	Oaxacan Council of Science, Technology, and Innovation
COESFO	State Forestry Commission
COESIDA	State Council for the Prevention and Control of AIDS
CG-COPLADE	General Coordination of the State Committee for Planning for the Development of Oaxaca
CSFI	Contributions Fund for Social Infrastructure
DIGEPO	General Directory of the Population
DIF	System for the Integral Development of the Family
DGRC	General Direction of the Civil Registry
EAP	Economically Active Population
FGEO	General Prosecutor of the State of Oaxaca
GSO	Government of the State of Oaxaca
GDP	Gross Domestic Product

ABBREVIATION	NAME
GIZ	German Cooperation for Sustainable Development in Mexico
IEEPO	State Institute of Public Education of Oaxaca
IFREO	Institute of the Registry Function of Oaxaca
INEGI	National Institute of Statistics and Geography
ITE	Technical Evaluation Unit
IOAM	Oaxacan Institute for Migrant Attention
JG	Head of the Governorship
LOMEO	Municipal Organic Law of the State of Oaxaca
LEPSO	Organic Law of the Executive Power of the State of Oaxaca
LPDASPM	Law on Planning, Administrative Development, and Municipal Public Services
MIB	Monitoring and Instrumentation Bodies
SDG	Sustainable Development Goals
SDP	State Development Plan
SA	Secretary of Administration
SAI	Secretary of Indigenous Affairs, now Secretary of the Indigenous and Afro-Expanded Peoples (SEPIA)
SCTG	Secretary of the Comptroller's Office and Government Transparency
SE	Secretary of Economy
SECTUR	Secretary of Tourism
SECULTA	Secretary of Cultures and Arts of Oaxaca
SEDAPA	Secretary of Agricultural Development, Fisheries, and Aquaculture
SEDESOH	Secretary of Social and Human Development
SEFIN	Secretary of Finance

ABBREVIATION	NAME
SEGF	Secretary of Economy of the Federal Government
SEGEGO	Secretary of Government
SEMAEDES	Secretary of the Environment, Energy and Sustainable Development
SEVITRA	Secretary of Roads and Transportation, now Secretary of Mobility (SEMOVI)
SINFRA	Secretary of Infrastructures
SIPINNA	National System for the Protection of Children and Adolescents
SMO	Secretary of Women of Oaxaca
SSO	Health Services of Oaxaca
SSPO	Secretary of Public Security
UNDP	United Nations National Program for Development

