

**Diego Villegas Salazar**

**SUSTAINABLE DEVELOPMENT GOALS**

**Paving the way for Mexico 2030**

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## ABSTRACT

<b>Centria University of Applied Sciences</b>	<b>Date</b> June 2020	<b>Author/s</b> Diego Villegas Salazar
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<p>We live in complex times where the results of the interactions between individuals, organizations and the environment are more strongly present throughout the world. These interactions and the practices of all the actors affect our globalized world positively and negatively. For this same reason, measures have been taken to counteract those practices and habits that affect our economic, social and environmental development. In January 2015, the international community at the headquarters of the United Nations set to work to build and approve what would be the agenda on sustainable development goals and that seeks the implementation of actions that help the development of the three spheres that make up sustainability. This agenda is made up of 17 goals and 169 objectives and was adopted by all countries with the commitment to fulfill every aspect of it by 2030. Compliance with the agenda is crucial to improve the quality of society and its environment, which in its current state has been degraded by bad practices. But although the agenda has been adopted by the entire international community, little has been accomplished to meet the objectives. According to the United Nations itself, efforts are not enough to reach the year 2030 with fully developed objectives.</p> <p>Mexico is one of the countries lagging in terms of sustainable development goals. This contributes negatively to the region and the local population and today it cannot be denied that it also has a global impact. But if the objectives are clear, what goes wrong? This academic work presents the objectives of sustainable development and draws the reality that is currently lived in Mexico with different cases of what has been achieved through the different sectors of society and why the implementations do not work effectively. A proposal is also presented on how we can develop better solutions with protocols to work with the sustainable development goals. Having clear guidelines on what should be done and what is being done is important for all individuals and organizations in the search for a better future that can be achieved by meeting each of the objectives and that marks the year 2030 as decisive for our humanity.</p>		

### Keywords

SDGs, sustainability

## **ABBREVIATIONS**

LAC	Latin America and the Caribbean
SDGs	Sustainable Development Goals
OECD	Organization for Economic Cooperation and Development
IDB	Inter-American Development Bank
CONEVAL	National Council for the Evaluation of Social Development Policy (by its acronym in Spanish)
SEGALMEX	Mexican Food Security (by its acronym in Spanish)
FAO	Food and Agriculture Organization of the United Nations

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## 1 INTRODUCTION

*“Every time we have had clarity of thought and true effort behind its execution,  
India has shown that it can deliver”*  
- C. K. Prahalad.

In today’s times, sustainable development goals have been gradually incorporated to form part of the strategies and processes within the different sectors of society. Every day more individuals, organizations and administrations join the efforts to improve this sustainable development. Although the objectives on the agenda for 2030 are clear, many of the efforts have not generated the desired impact for the positive transformation of our society and environment. So, what is being done in the wrong way? How can we generate impact more effectively? What are the factors that slow us down in the development of the objectives?

Mexico is a country with great presence and vast participation within the Latin American and Caribbean regions with the potential to rank within the strongest economies in the world. Even though the World Bank ranked Mexico on the 15<sup>th</sup> place in 2018, in contradiction, more than 40% of its population is in poverty, and the results in the efforts to achieve the objectives of the sustainable development agenda have not been enough to generate a positive and transformative impact. This reality and the role that Mexico plays within the international community are important reasons to redouble the efforts to develop solid strategies and to implement actions that generate value.

This academic work takes the objectives that can generate a greater impact on Mexican society from the new Sustainable Development Agenda. The objectives that address poverty, hunger, quality education, and economic growth are the ones that have been considered to study the current reality of the country and what has been achieved so far by governmental, private non profit and non-governmental organizations, finding, in the end, several areas with opportunities that require attention. For the analysis and theoretical framework exposed in this thesis, it has been decided to take The Base of the Pyramid Protocol by Stuart L. Hart (2008) as a reference to build a proposal that helps organizations and individuals to strengthen and clarify their processes and implementations of the SDGs.

Unfortunately, the situation of several countries concerning the 2030 agenda in sustainability does not paint a desirable panorama. The lack of information, data, metrics, indicators, and assessment tools among various social factors, affect the work and the development towards achieving objectives. Countries such as Finland have understood that the construction of progress evaluation tools and controls is imperative to be able to generate positive results.

During the development of strategies and implementation of actions, designing a protocol can be a way of setting the guidelines that give clarity to the process of understanding what to do and how to start working consciously and effectively.

For the construction of said protocol, four of the SDGs have been selected:

- SDG1 - No poverty,
- SDG2 - Zero hunger,
- SDG4 - Quality education, and
- SDG8 - Decent Work and Economic Growth,

these being the ones with the greatest impact on Mexican society, and which today are key to the development of the country. The reality of the country in each of these areas has been brought up and analyzed to later present the current cases and strategies and implementations across different sectors of society that help us understand what are the factors that are affecting the effectiveness and development of the objectives in society. A protocol that can be incorporated in the development of strategies can help to clarify and define the necessary guidelines to be able to work from one point to another, while being able to measure progress and in turn understand what can be improved.

## **2 THE AGENDA**

The agenda is divided into several objectives aimed to improve society, environment protection, prosperity, economic growth, and to impose peace and collaboration between the different parties involved. All the parties that address the agenda and its objectives are interconnected and are indivisible. It is important to attend each goal and target with the same level of importance.

Since sustainability aims for social, economic and environmental improvements, the sustainability agenda can be addressed by dividing it into three important pillars: social, economic and environmental (Purvis, Mao & Robinson 2018). These pillars concentrate on different objectives, defined later on, following the provisions of the 2030 Agenda of Sustainable Development (United Nations 2015), and the concept of Sustainable Development presented for the first time in the Report of the World Commission on Environment and Development: Our Common Future known also as the Brundtland Report of 1987.

The following objectives are presented in the 2030 Agenda of Sustainable Development of the United Nations (2015), based on the proposal for Sustainable Development Goals of the Open Working Group (2014).

### **2.1 Social**

The agenda mentions a plan of action with different interconnected parties that seek to bring down the problems of our society and environment. This plan of action begins by targeting social problems and seeks the wellbeing of the community. Also, the agenda seeks to eradicate poverty in all its forms and throughout all its levels. This goal goes hand in hand with the quest to end hunger around the world.

As individuals, it is important to have dignity and reach for the well-being of society, equality and a healthy environment to start working on prosperity and the search for solutions to our problems. That is why the first objectives of the agenda are focused on society and are the pillars to achieve these points.

The international community seeks to place resources in the most unfavorable communities to provide education at all levels and to look for the benefit of the agriculture and fishing producers making them participants of their local economy. The allocation of resources and efforts to achieve universal coverage



of medical and social services for all individuals is also an important social objective that aims mostly to help the most vulnerable people. (United Nations 2015.)

The first goal, calls to eradicate poverty in all its forms and at all its levels, seeking to reduce the number of people in poverty by at least half by 2030, targeting those who currently live on less than one to two dollars a day. This objective aims to find better ways to mobilize resources to places with difficult access, as well as to develop plans that provide opportunities to improve the conditions of people in poverty with reliable and palpable indicators that help us measure progress in the strategies and actions taken. (United Nations 2015.)

It is necessary to change the situation of individuals in conditions of poverty who, together with marginalized groups, are the most vulnerable people, with less access to opportunities, resources, coverage of services, technology and infrastructure, as well as less participation in the economy and markets.

The second goal focuses on ending hunger and malnutrition of people especially in children and groups in poverty by ensuring them continuous access to resources. This objective's intent is the implementation of programs and coordinated actions to improve infrastructure, technology, services, studies and investments that help improve practices in agriculture and production within developing countries. (United Nations 2015.)

The practices should be transparent and aimed towards sustainable production to ensure the preservation of ecosystems and resources, and the recovery of fertile land, redoubling efforts for greater and better agriculture in a conscious way.

The third goal is to provide social security, welfare, and health. This mean the creation of programs and strategies that help in the reduction of maternal mortality margin and the mortality margin in newborns and children under 5 years, the creation of affordable health services for all, ensuring access to all individuals for treatments, vaccines and medications. (United Nations 2015.)

It is important to fight and end tuberculosis, tropical diseases, malaria and sexually transmitted diseases, with programs that offer personal care guidance, as well as guidance in sexual practices, seeking with these, to guarantee universal access to services in health care (United Nations 2015).

This goal calls to reduce chemicals and toxic substances in the environment, it proposes better regulations for the tobacco industry and a better control of commercial substances harmful to health. This last one can be supported with the creation of programs that help and guide the population through health problems due to the consumption of these substances. (United Nations 2015.)

The fourth goal in the agenda is to establish universal education at all levels, free of discrimination and inequality for all girls and boys, people with disabilities, marginalized groups and indigenous groups. Starting with a pre-preparation for basic level education will help to end the high levels of illiteracy and innumeracy, going up to other levels by preparing all individuals with tools and skills for work-life in a dignified manner and with the same level of opportunities. However, it is important to offer academic sustainability programs at all levels of education in order to help improve the subject and the global agenda. (United Nations 2015.)

Improve educational spaces for all individuals, as well as promote the construction of inclusive spaces for people with disabilities. In the same way, improve the social programs for the granting of scholarships and education programs to vulnerable people and groups.

Gender equity as fifth goal of the agenda seeks to end all types of discrimination and practices that threaten women and girls. By guaranteeing equal opportunities, salaries and access to leadership positions within all public and private sectors and spaces, ensuring in this way greater participation of women and girls in all decisions in public, economic and political life, giving them more power and total control to see for their benefits and needs. (United Nations 2015.)

This objective calls for the eradication of all types of violence and practices that threaten girls and women in any space. Looking to end forced weddings and genital mutilation practices in different countries and societies.

## **2.2 Environmental**

Our planet is in a crucial stage of degradation where the actions of human beings will determine the path and future of our environment. The Sustainable Development Agenda aims at protecting our planet, achieving and establishing sustainable production and consumption of our resources which will help us to set the environment and future of the new generations. Achieving stability and harmony between our

industries and the environment are important parts of the search for prosperity within society. The management of our resources is a bridge for social and economic development.

The care of our aquifers, rain forests, forests, oceans, seas, deserts and all life within them is another point that is linked to our economy and social development. Tourism is an important part that helps to boost the economy but that also affects the environment by degrading resources and environments that in turn will affect development. The agenda looks for responsible and sustainable tourism as well as the search for infrastructure and urban planning that is friendly to our environment and that maximizes the practices of sustainable development in people's lives.

Redirecting common resources and assets, and combating wage inequality, whether due to gender, age and opportunities, is key in the development of solid economies and markets with greater participation and activity. Ending child and human exploitation is another priority within the following years to achieve prosperity and dignity within our society and economy.

All efforts are aimed at encouraging the integral participation of all individuals in the construction of ideas and proposals for development, achieving and promoting better innovation, productivity and consequent sustainability. The necessary tools are the search for improvements in education, opportunities, access to services and resources, the people's dignity, and mental and physical health stability.

The sixth goal looks to ensure access to drinking water for everyone, better sanitation conditions and water treatment. It is important to achieve better quality, by eliminating chemicals, pollution, toxic materials, and any other matter or substance harmful to humans. (United Nations 2015.)

It is important to finish with outdoor toilets and create the infrastructure that allows for better quality and efficient use of water, as well as sanitation. Developing strategies and cooperation between individuals will help in the search for solutions to health problems in less developed countries. As well as seeking cooperation for the rehabilitation and conservation of areas and ecosystems with water banks and those who depend on it.

The seventh goal looks for the development of strategies and cooperation between agencies to improve energy services, research, and renewable energy, energy efficiency, and energy distribution technologies, as well as achieve access to all new energies. (United Nations 2015.)

## 2.3 Economic

The eighth goal covers the economic growth and the decent work through discrimination-free jobs for all women, men, people with disabilities and young people, with fair wages for the same work value. Similarly, it is important to eliminate all forced labor and by 2025 end child exploitation, creating laws that pursue and condemn such practices. (United Nations 2015.)

Increase productivity and efficiency in the use of resources creating policies that help protect the environment and ecosystems from degradation.

Support micro, small and medium enterprises through access to financing funds, as well as educate and guide financial institutions for the improvement and capacity of their services.

Implement safety measures and create safe spaces for all work personnel, thus promoting their well-being. Work on laws and organizations that protect the worker and promote the protection of their rights. Increase at least 7 percent gross domestic product in less developed countries, also, seek stable economic growth in each individual. (United Nations 2015.)

The ninth goal promotes a better, sustainable and inclusive infrastructure. It looks to Help and guide companies to restructure their processes and infrastructure to meet the objectives of the Sustainable Development Agenda. Also, it supports developing companies and small businesses so that they have greater and easier access to financing. (United Nations 2015.)

This objective mentions the importance of research as support for the infrastructure and technologies of developing countries, helping them in the same way to achieve universal and affordable internet access.

The tenth goal looks to reduce discrimination and inequality between citizens and individuals from different countries regardless of their race, sex, religion, disability, economy and origin. By implementing regulations that support migrants and monitor migration processes so that they are conducted in an orderly, safe and in accordance with the law. (United Nations 2015.)

A fairer global market can be created by closely monitoring institutions and regulations. Helping individuals to find better opportunities and better participation in less developed countries, encouraging investors and institutions to support these markets and economies.

It is important to provide access and improve the participation and voice of the least developed countries in the global economy for the creation of institutions with an approach that can help the sectors and markets that need it. Another proposal within this objective is to increase the economic income of the poorest sector of the population to exceed the national average and find measures to help maintain these levels. (United Nations 2015.)

The eleventh goal mentions the creation of sustainable and inclusive cities and communities that provide people with better urban planning by creating connections between cities and rural areas that in turn help the economy and the life of the population, giving access to affordable housing and services for all. This provides better public transportation that focuses on the inclusion and care of people with disabilities, women, children and the elderly. (United Nations 2015.)

It is necessary to combat urban problems that affect people's health, thus seeking to reduce deaths and diseases among the population. The development of better urban planning helps to create sustainable spaces and green areas that are friendly to the environment and provide security and inclusion for people with disabilities, women, children and the elderly. (United Nations 2015.)

The goal also mentions helping and advising developing countries in creating better sustainable housing and urban planning to improve the conditions of their environment, as well as seeking international cooperation to protect the world's cultural and natural heritage.

The twelfth goal calls to improve production and consumption practices in companies for a restructuring that focuses on sustainability and friendliness with the environment. By reducing waste of raw materials and increasing the efficiency in the use of resources, while having better control of chemical substances so that they do not contaminate the population and the environment. (United Nations 2015.)

Advise and support developing countries, society, and enterprises so that they have better control of their resources, production and consumption to increase sustainability practices together with the implementation of regulations and tools that help control practices that impact the environment such as the tourism industry.

Create laws, implement regulations and taxes and monitor the bad practices of fossil fuel companies and waste in the production of large companies, and control for a reduction by half in the waste of food cause by consumers and establishments.

As mentioned in the thirteenth goal, it is urgently necessary to educate the general population about climate change, its effects and consequences, and the actions that the population must take to adapt and mitigate the effects of climate change, this can be achieved with the increase of policies, regulations and laws that seek the benefit of strategies that help face climate change. (United Nations 2015.)

The fourteenth goal seeks to protect the oceans and seas from bad practices such as excessive fishing and illegal hunting, reducing the privileges to companies and subsidiaries that affect blue spaces with this type of practice by 2020. Reduce pollution from land and seek better control of waste that ends up in oceans and seas. (United Nations 2015.)

Support and improve access to micro and small businesses that practice fishing so that they have a greater and better market share. Thus, benefiting communities, as islands and coastal populations, that depend on fishing to live.

Develop better practices for the preservation of marine ecosystems and promote scientific research and technology for the benefit of life in seas and oceans.

The fifteenth goal aims to increase the number of actions and strategies in the conservation, rehabilitation and sustainable management of all ecosystems, protecting endangered species and controlling access to environments of invasive species. It is urgent to end the practice of hunting for protected species and combat the destruction of the flora and fauna in general and educate in the development of sustainable urban planning to protect biodiversity and ecosystems. (United Nations 2015.)

## **2.4 Social Environment**

The United Nations Assembly emphasizes the importance of collaboration by all actors and individuals for the success of the 2030 agenda. Because it is such an extensive agenda with multiple fronts that have the same level of importance, efforts must be monumental and cannot be achieved if the actions and plans lack parts that belong within the prosperity of the society.

As mentioned in the sixteenth goal in the official UN report for the objectives of sustainable development, achieving peace is essential for the construction of sustainable development. It is important to

combat any type of violence and discrimination at all levels, fighting criminal organizations and arms trafficking, child exploitation and ensuring access to the same justice for all. (United Nations 2015.)

Corruption and bribery are some of the most important points to deal at all levels of society, ending these practices benefits responsible participation and decision-making in all spheres of society. All institutions should be strengthened and rehabilitated from the ground up to promote transparency and policies that follow the law aiming for the benefit of society.

There are several collaboration objectives for the fulfillment of the 2030 agenda. The last goal calls for the commitment of cooperation between developed countries must be respected for the support and guidance of developing or less developed countries in financial, technological, trade, and systematic issues. Promoting policies, strategies, creation of plans, financial support, coordination and neutral spaces are crucial for the growth and momentum of developing countries.

### 3 OUR REALITY

According to the United Nations Assembly (2015), in its agenda for sustainable development, we find ourselves in a society at a point where still billions of human beings continue to live in conditions of poverty and several million in conditions of extreme poverty. As a result, inequality of opportunities and a variety of limitations have been drawn to a dignified life within our society, where much of its population does not have access to medicines and health services, as well as stability, education and social welfare. Gender inequality, discrimination towards women, the few positions of power and leadership they occupy and the little protection to their interests and lives add to the list of things to address. Another concern is that today, more than ever, there are fewer job opportunities for younger generations. All these matters come forward with the degradation of our environment, which puts our resources, and other species at risk and consequently our survival. (United Nations 2015.)

Climate change presents itself as a reality that must be addressed immediately, several studies point to the degradation of our ecosystems and the direct impact of our environment generated by human beings. A sample of this, the study of anthropogenic climate change in wildfires in California presents the relation in the increase in temperature and forest fires across California. (Williams, Abatzoglou, Gershunov, Guzman, Bishop, Balch & Lettenmaier 2019, p. 905.)

The call to all state governments and authorities to carry out actions that help spread and improve a fairer economy is mentioned on the agenda by refuting practices and policies that go against social and global economic development and that affect other countries, especially those in the process of development.

Nevertheless, every day more institutes, organizations and individuals come together in the search for solutions and strategies to face the problems and challenges that arise in our environment and that put the existence of our society at risk. Big corporations such as Apple, are creating new strategies inside their operations as they join in the efforts to tackle down many of the problems that our environment and society face nowadays. As it is mentioned in its Environmental Responsibility report (Apple 2019), innovations are the way to push humanity forwards and this idea comes with an interesting approach of a circular economy and now reality among their processes is the control of the recycling chain. This means their products and materials do not just go forwards through their supply and distribution lines but also backward. Apple found an opportunity and created the necessary tools to exploit it. With the help of a new dismantling robot and alliances with recycling centers, they can reuse their old products



and materials and recycle their materials to create new products with better and more eco-friendly designs and processes of production (SDG 13,12 & 9). Apple around the world invites its customers to send, without obstacles and free of charge, their old products to contribute to a change. This strategy shows us one of the many and innovative ways we can contribute to lower our carbon footprint and to act considering our environment.

It is important to mention as well that Apple by 2018 reached their goal to operate in a global level and across all their facilities with 100% renewable electricity and in the same year they announced a collective investment with the government of Canada and two of the main aluminum manufacturers (SDG 17) for 144 million dollars for research on how to improve and develop innovation to lower the impact of their products. (Apple 2019, p. 7-19.)

Companies like this one are the example of why the private sector is a vital part in the pursuit of achieving the SDGs, as they can influence in great way their market behaviour.

Looking at the public sector, we can find and take as an example the great effort by the city of Helsinki to reach the SDGs, at a city and community level. The city of Helsinki, capital of Finland, following the example of New York, is the first city in Europe to generate and show to the international community a report on the implementation of sustainable development goals. The idea of these reports is to gather and generate the necessary information for the search for solutions in the implementation of the objectives set for 2030, thus helping to pave the way for other cities around the world and setting the example so that they can join in the search to implement the UN's agenda. (City of Helsinki 2019.)

The 2019 annual report of the city of Helsinki on the implementation of sustainable development goals highlights the commitment to a socially responsible city. The goal is to be the most functional city in the world, generating growth and development of a responsible administration as in the development of services. The annual report addresses 5 of the 17 objectives of the SDG's agenda. It is very important to mention that Helsinki has been able to understand the necessary steps for the implementation and fulfillment of any of the objectives at its roots. This is why Finland is one of the first countries to set national focal points, procedures, control and monitoring as well as a system that allows each of the objectives to be evaluated. (City of Helsinki 2019, p. 4.)

One of the main objectives of the city of Helsinki is to promote economic growth and decent work (SDG 8), which is why they have focused their efforts on the search for new technologies, innovation, projects,

and actions through the community and its actors to become a test city in smart and clean solutions. This model focuses on public opinion and the trial and error of new solutions across the infrastructure.

Of the concrete actions that are being carried out at the public level, there is the promotion of foreign investment for the search of better solutions in mobility and construction, business support for the search and training of personnel, experimentation platforms for the search of solutions with business potential, promotion of open data for better municipal cooperation with business and the establishment of organizations such as the NewCo center in Helsinki to offer free consulting services in specific industries and environments, among other important actions that help us to understand the great importance of the public sector in the task of developing, promoting and supporting other sectors and the community to achieve the goals set by the UN. (City of Helsinki 2019, p. 24-25.)

Non-governmental organizations and nonprofit organizations also join in the commitment to achieve the objectives set in the Sustainable Development Agenda. Organizations such as Unicef work closely with official institutions in various countries to propose solutions through different areas of opportunities for society to benefit and protect the rights of children.

In Mexico, Unicef works closely with the reality that exists in the country. One of the great examples in the field of children's rights is the proposed 2019-2024 Children's and Adolescent Agenda (Unicef 2018), for the development of mechanisms that help the evaluation and restructuring efforts in favor of children and adolescents in Mexico, which otherwise may imply a loss of socio-economic potential for the country.

Unicef understands the reality that children and adolescents of the country live today in education (SDG 4), where more than 4 million girls and boys don't go to school. In response to this Unicef includes in its 2019-2024 Children's and Adolescent Agenda a series of proposals and mechanisms that promote the quality and training of teachers in the present institutions, with pedagogical assistance even in the most remote areas of the country. Likewise, consider the reevaluation of a new curriculum proposal for teachers so that they respond with the necessary characteristics in the quality teaching profiles. Among these proposals is the implementation of evaluation mechanisms, information mechanisms, school reinforcement models, and monitoring and control models that help children not only to be able to obtain quality education with effective results but also help all students return to classrooms and help them stay in them. (Unicef 2018, p. 17.)

This type of action by non-government organizations and non profit organizations is important in the reality that exists in the world today since developing countries need these mechanisms to consolidate solid institutions. This, in turn, generates strategies, and constant and effective actions for the development of the objectives. The participation of the three sectors of society in the development of the objectives is of vital importance, the same as the cooperation between them. The reality that is lived today in our society requires solid institutions, strategies, and actions that give results with capacity for measurement and regulations that help to give clarity and generate transparency in the practices of organizations and individuals. This list of tasks cannot be achieved without the participation of all the actors in our society.

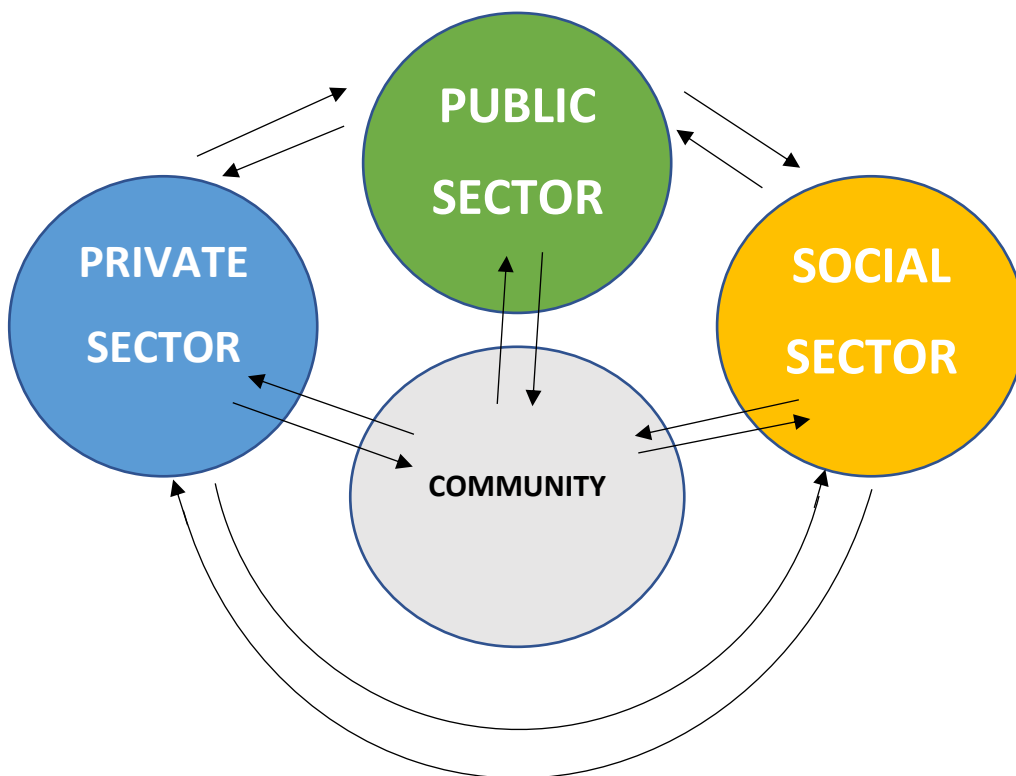


FIGURE 1. The relation between sectors and the community base on the principles of mutual value and co-cration defined in the The Base of the Pyramid Protocol (Hart 2008).

## **4 MEXICO AND THE SDGs**

Several studies have mentioned the great lack of information and metrics, this being a great factor that affects the implementation of strategies for the development of sustainability. Studies such as the Impact of Digital Infrastructure on the Objectives of Sustainable Development (García, Iglesias & Adamowicz 2019) and in the statement (no. 57) of the 2030 SDGs agenda (United Nations 2015), it is mentioned on the importance of obtaining solid metrics and indicators that could strengthen decision making as well as having methods to measure the progress of each of the objectives in different regions and countries. Mexico, without exception, hinders the progress of research that support strategies and decision-making in each of the fields and dimensions that must be addressed for the benefit of the SDGs.

To start painting the panorama of a Mexican society towards 2030, it is important to point out that there is a commitment on the part of the public sector towards the SDGs but the lack of preparation, coordination as well as the lack of resources for research and data collection makes it difficult to analyze and create strategies within this sector. Considering the fact of the lack of data and metrics that help in the review of processes and construction of analyses, this work will seek to create a theoretical framework with a multidimensional approach in each of the objectives and sectors and to focus on big data analysis and other studies with the same characteristics.

### **4.1 Poverty (SDG 1)**

According to the National Council for the Evaluation of Social Development Policy in their 10-year study on the measurement of poverty (Coneval 2019) Mexico by 2018 had 52.4 million people in poverty, of which 9.3 million were in extreme poverty, referring to individuals who then lived on less than the threshold set by the World Bank, of 1.90 dollars a day (Jolliffe & Prydz 2011, p. 2-4). This means that there is a 7.4 percent gap in the total Mexican population that still lives in extreme poverty, and that needs to be addressed to reach the SDG 1 goal.

Now, it is important to understand where most of the population in poverty come from to focus the efforts and resources on the specific needs of those communities and their individuals. Of the 32 entities in the country, three of the most rural states have the highest numbers of extreme poverty, being the

most affected the individuals that have the characteristic of being a woman (SDG 5), minors (SDG 4), indigenous people and having brown skin (SDG 10). (Coneval 2019.)

In the following figure, we can see a clear gap between the percentage of the population living in poverty in rural areas and those living in urban areas. This gap shows a clear panorama of current reality in rural communities and reveals areas of opportunity that different sectors of society could use to concentrate efforts for the benefit of communities and industries.

Among the aspects to consider in this analysis, there is a correlation of poverty with other social problems found in the SDGs Agenda. The inequality of opportunities, education, industry and innovation, health and well-being and gender equality are some of the areas that require equal attention and are well related to poverty inside rural and urban areas and therefore, treating them can be a key part of a joint solution in the search to eliminate extreme poverty within Mexican societies.

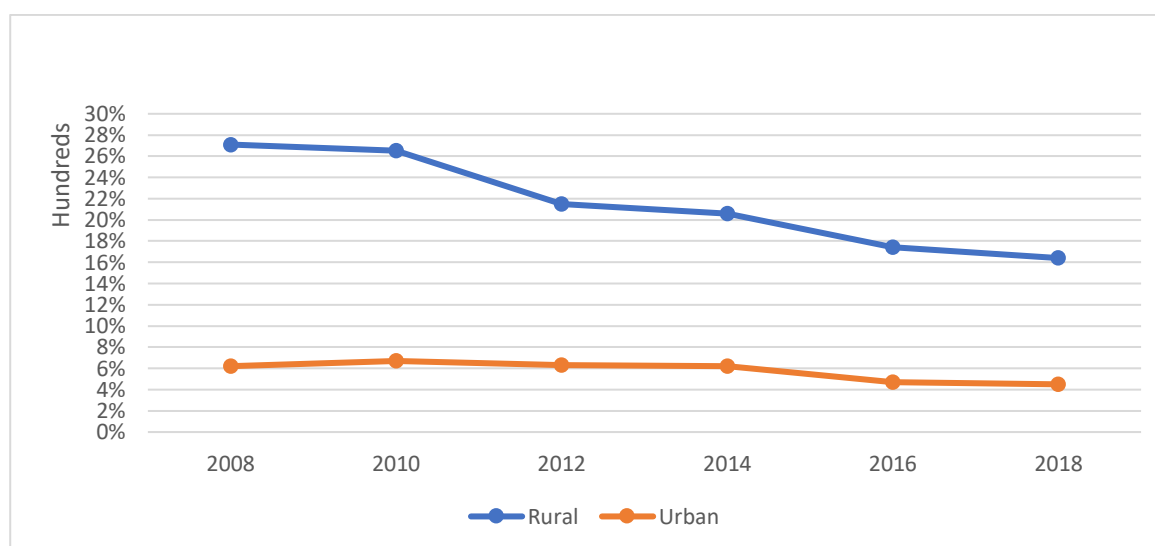


FIGURE 2. Extreme poverty according to the place of residence (Coneval 2019).

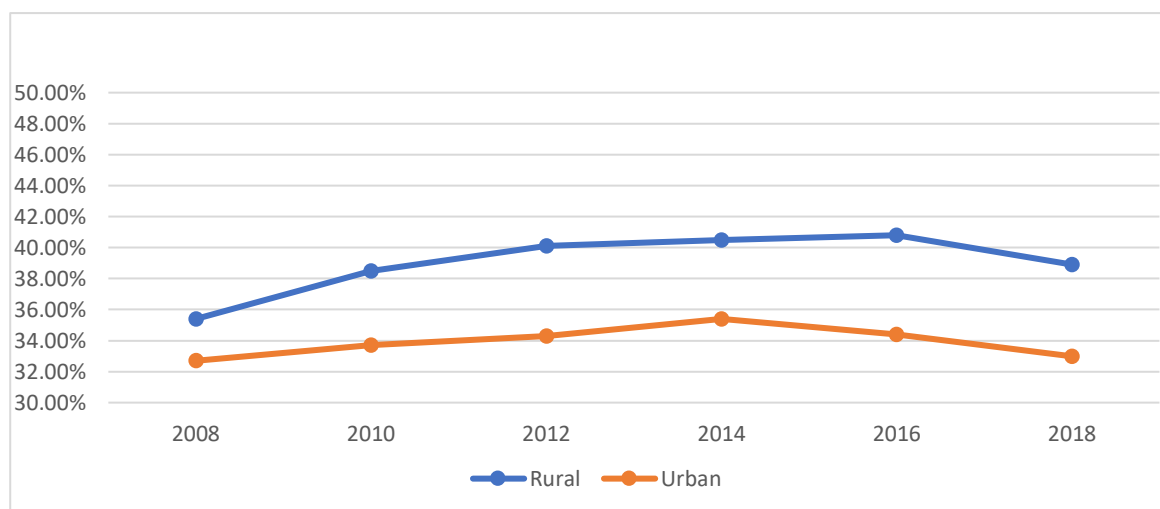


FIGURE 3. Poverty according to the place of residence (Coneval 2019).

#### 4.2 Hunger (SDG 2)

In the last 5 years before 2018 there was an average of 7,500 deaths annually due to malnutrition in México (Inegi 2019). Similarly, an FAO report (Food and Agriculture Organization of the United Nations) revealed that 36.2 million Mexicans by 2018, live in a situation of moderate and severe food insecurity and 11.5 million with severe food insecurity; these people often run out of food and can go without food for several days presenting malnutrition (FAO 2019, p. 10).

The fact of not having food security puts people in a situation where they are forced to modify their diet for lower-cost food and minimal nutritional contribution; a phenomenon known as undernourishment. This situation directly affects the increase in deaths due to non-communicable diseases in society (SDG 3) and therefore a strong expense in the health sector has to be made for the coverage of treatments and medications as well as the necessary personnel and facilities. In Mexico alone in 2016, 80% of the deaths were due to non-communicable diseases such as diabetes, cancers and heart, respiratory, and digestive diseases. (FAO 2019, p. 32.)

According to the World Bank, the situation in Mexico by 2016 showed 3.80% of people living in a situation of serious food insecurity. With a decrease of 0.2 percent annually from 2012 to 2016 contrasting with the data reported in the annual report submitted by FAO in 2019. (Macrotrends 2020.)

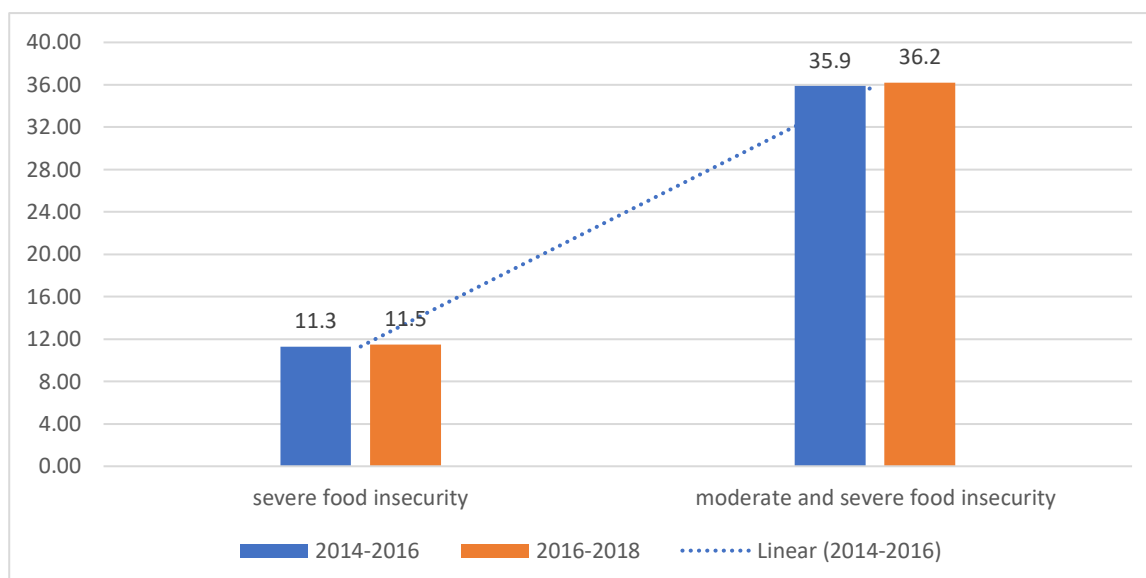


FIGURE 4. Hunger growth from 2014 to 2018, in millions of people (FAO 2019).

### 4.3 Quality Education (SDG 4)

Within the Mexican territory 4 million girls and boys do not receive education or attend school, missing the most basic and essential levels for their training (Unicef 2019). The poor conditions in infrastructure and equipment, adding the inefficient educational model that exists, make it difficult for children and young people to access to quality education without mentioning the latent risk of those who can abandon their studies because of several external factors and conditions such as poverty, about 2 million students leave school or are unable to continue between the secondary and upper secondary levels (Inegi 2018).

The vast majority of individuals outside schools belong to vulnerable groups such as indigenous people, farmers, people with disabilities or families with lower incomes. This shows us a direct relationship that exists between educational opportunities and social inequality. It is detailed in its agenda of childhood and adolescence 2019 - 2024, that no more than 2 in 5 adolescents who are in extreme poverty continue their education above the secondary level in Mexico (Unicef 2018). There can also be observed the great problem that exists with the educational models of the country since half of the school positions in higher-basic education (sixth grade) show results below the level recommended in communication and language.

Some of the most alarming data on the educational situation in the country reflect the lack of teaching staff prepared to teach, as well as the lack of educational programs, real estate resources and infrastructure for education. There is an average of 34 students for each teacher, well above the OECD recommendations of 13 students per teacher. Only 4 out of 10 schools have computers and the internet at basic levels for teaching their students. There are no educational models for people with disabilities and indigenous speakers. Only 60% of teachers nationwide completed the training program for education and 59.8% of teachers in the upper middle level did not obtain a satisfactory level in official tests. (García 2018.)

It is a reality that the educational system does not have a solid system for the guidance and educational development of students, as well as a risk detection system that can affect students by forcing them to abandon their studies and a program that helps teenagers and infants to return to school or be able to access it for the first time. Several of the social and educational programs by the public sector lose their impact by not having an evaluation and control program to help young people stay in educational institutions, causing investments made in this area to be lost every time an individual abandons its studies. The education in Mexico combines several problems such as inadequacy, inequality and educational quality that are those areas that need more attention (García 2018). Strengthening the education is one of the most effective ways of closing the inequality and poverty gaps by offering greater opportunities and rights to the most vulnerable groups (Coneval 2018).

#### **4.4 Good jobs and Economic growth (SDG 8)**

Since the entry of the new government in 2018, forecasts of economic growth in the country have dropped 1.62 percentage points to date, from 2.62% in December 2017 to 1.0% in January 2020. After knowing the preliminary data of the gross domestic product of the year 2019, which showed a 0.1% growth in the Mexican economy, experts and several institutions like the International Monetary Fund and the World Bank have adjusted their forecasts below the 2% target set by the secretary of finance. Among the factors considered by the various analysts, politics and decision making by the current government are considered the main obstacle (with 51%) to achieve economic growth in the country. (Saldivar 2020.)



The situation in Mexico currently portrays a panorama full of challenges that must be addressed to achieve the proposed objectives together with the international community. Although Mexico and the international community have developed instruments for measuring the objectives proposed in the sustainable development agenda, there is a large gap with those objectives (safe jobs, decent wages, child exploitation, gender equality at work, rights and unions, financial reach and technology, financial services) that do not have tools to measure their development and monitoring due to lack of information and data. It is very important to expand the indicators by those necessary by assessing their proximity to the objectives and seek to establish reference parameters. (Trejo 2016, p. 96-97.)

Analyzing the economic growth of the country, different results show the great volatility that exists within the period 1991 to date since there has been hardly any growth above 3% (World Bank 2019), this represents a challenge to reach 7% of growth established within the 2030 agenda. At the same time, there are commitments for the development and implementation of laws that see the labor rights of the labor force and although Mexico has ratified its participation and commitment to the international agenda and community on child exploitation, financial and social security, equal opportunities, unions, conditions and decent wages, and employment in general, to name a few, it is clear that many of these commitments have not been properly addressed. The level of non-compliance in Mexico is high. (Bensusán 2009). Mexico is in a situation where economic growth reflects volatility and uncertainty due to policies and lack of commitment.

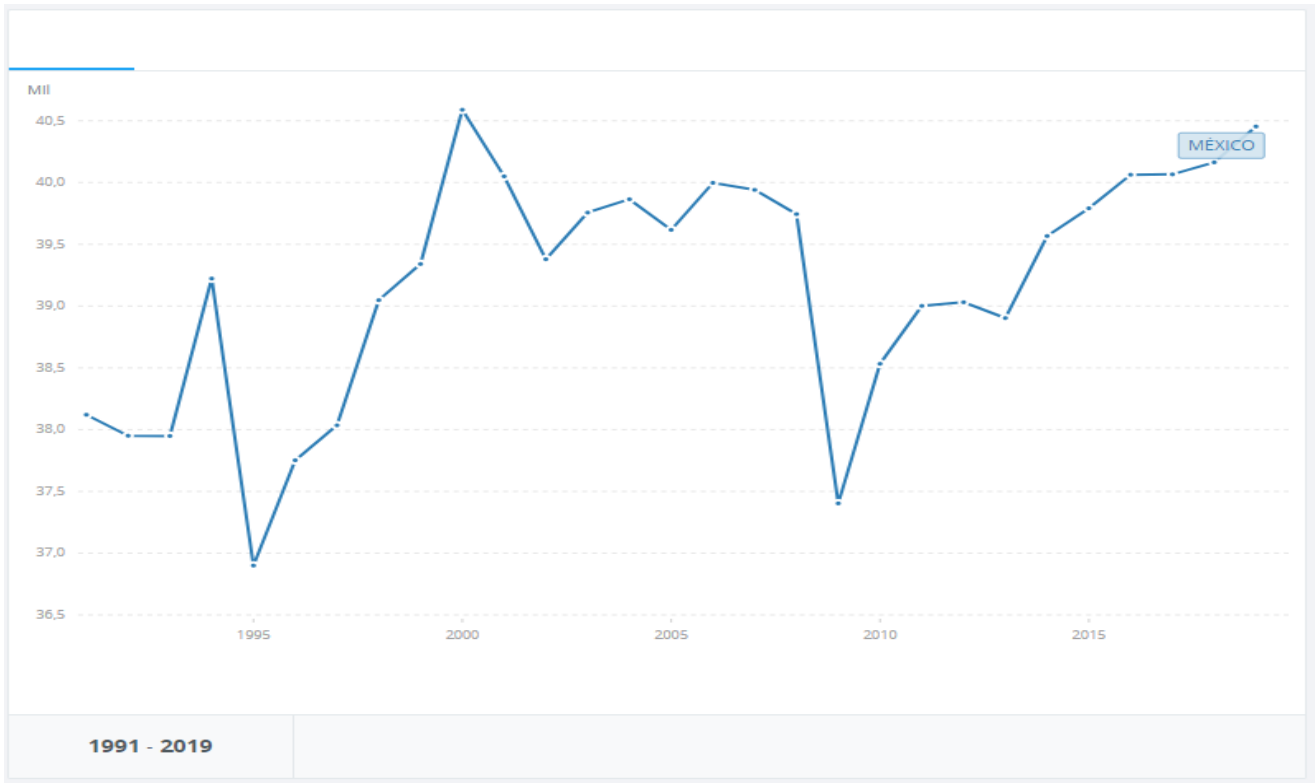


FIGURE 5. Economic growth and volatility in Mexico (World Bank 2019).

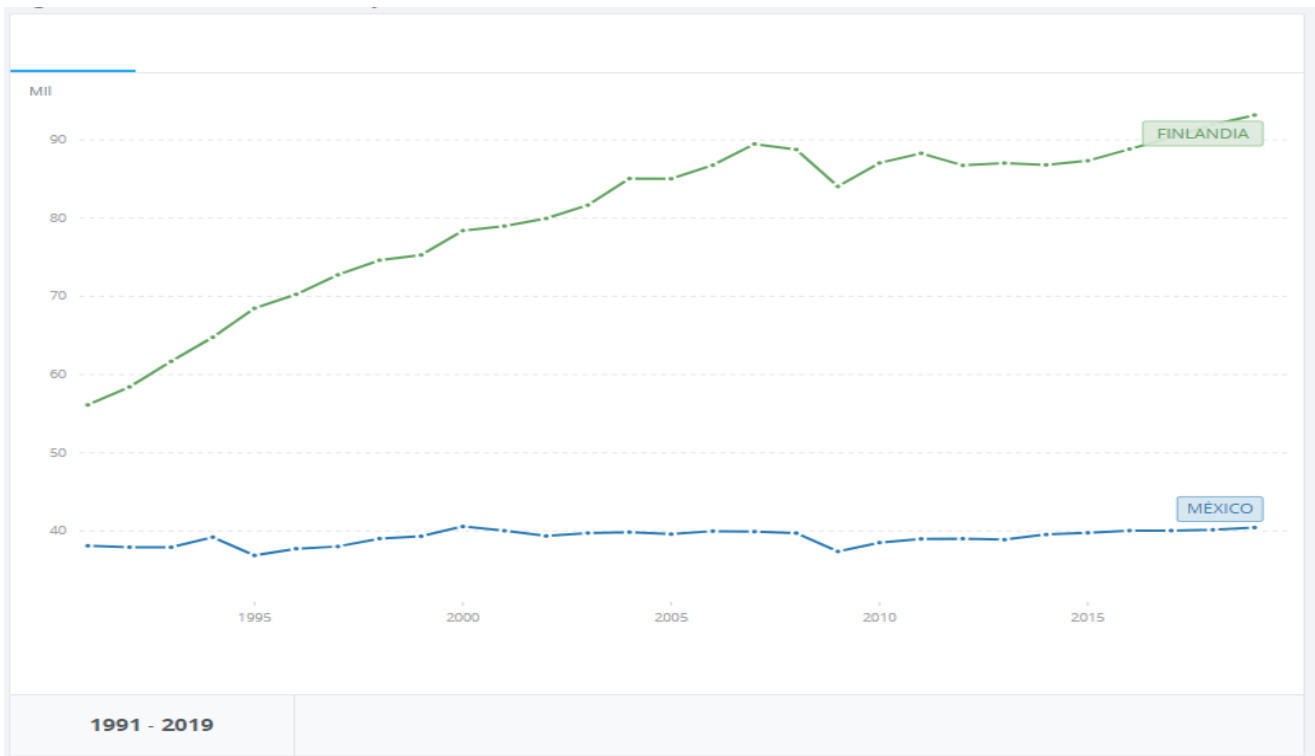


FIGURE 6. Economic growth comparison between Mexico and Finland (World Bank 2019).

Mexico is characterized by betting on services and commerce thanks to potential workforce and tourism. But it leaves aside productivity and the development of technologies, this is partly a consequence of the little investment that the public sector has allocated to development and research, just passing 0.26 percentage points of gross domestic product in 1996 and less than 0.5% in recent years. (Trejo 2016, p. 102.)

## 5 FROM RESEARCH TO IMPLEMENTATION

Organizations such as the inter-American development bank have the purpose of promoting growth in the Latin American and Caribbean regions, developing and promoting solutions that help the sustainable development of society and its environment, thus reducing poverty rates and achieving a more just and equitable society. In 2019, a study was published on the impact of digital infrastructure on the objectives of sustainable development, specifically in Latin America and the Caribbean, this study serves as a reference in the search for solutions and recommendations to the different sectors of Mexican society for a better impact on the SDGs, especially in those objectives that have a direct channel with the new communication technologies like education, industry and innovation, economic growth, poverty and hunger to name a few (García et al. 2019). Although the first step in the development of solutions and actions is the research and data collection, much is lacking for public and private organizations to generate a considerable impact on the different dimensions throughout society.

If we look to governmental solutions several social assistance programs have been implemented within the Mexican territory by the public sector to reach the most marginalized communities as a means of responding to food and health emergencies. These programs have a solid system in the field of government leadership, consolidated and well-established administrations, capacity in information systems for optimal decision making, as well as sustainable financing and capable institutions (Beazley, Solórzano & Barca 2019). Unfortunately, and in contrast to this, several of the social programs do not reach 30.6% of the country's rural and indigenous communities (Coneval 2019).

### 5.1 Investment in digital and telecommunications infrastructure (SDG 1,2,4)

The study proposed by the Inter-American Development Bank on the impact of digital infrastructure on sustainable development goals proposes a public and private investment in the telecommunications sector, specifically in the Latin American and Caribbean region, to generate a positive impact on all dimensions within the agenda in the SDGs. Investment in technology can improve the social development of a country, as it is in reducing inequality. (García et al. 2019, 26.)

Mexico is the country with one of the largest investments in telecommunications in the LAC region, its investment amounted to 48,025 million dollars by 2017, the private sector being the one with the largest capital for this, with 38,897 million dollars, leaving public investment only at 9,127 million dollars. (García et al., 2019, 7-12.)

The relationship between the investment in digital and telecommunications infrastructure and the positive impact on the SDGs lies in the applications and tools that are provided in different sectors of society. For example, the introduction of broadband in rural regions greatly facilitates access to information, reduces the times and costs of various processes, generates awareness and brings attention to problems and solutions among the community, facilitates cooperation and coordination of strategies and actions, reduces and improves the use of raw materials, benefits the equality and participation of communities within the societies in Mexico.

Mexico, unlike the vast majority of countries in the LAC region, has a public fund for telecommunications coverage, this social coverage program raises the importance in the search for indicators and metrics that show performance effectiveness to establish a better digital and communications infrastructure (OECD 2017). Contrasting the ambitious vision of the public sector to establish better conditions, in remote communities and urban areas that are without coverage of telecommunications networks and services, we can see that over 9 years (2008-2017) the investment has been 4 times less than the investment of the private sector in this same field.

The social coverage program of Communications in Mexico has identified according to data from the National Institute of Statistics and Geography (Inegi by its acronym in Spanish) and the Federal Telecommunications Institute (FTI) that around 4 thousand locations in priority attention areas do not have network and telecommunications coverage, adding a total population of 3 million 700 people that lack these services. (Secretariat of Communications and Transportation 2019, 20.)

In contrast to the public sector, private sector investments represent almost 80% of the total investment in the country in the area of digital infrastructure and telecommunications. The recommendations of the Inter-American Development Bank through quantifiable data is to emphasize the investment of infrastructure as a tool for social welfare. Mexico would need an additional investment of 7 percent per year in telecommunications and digital infrastructure to comply with the provisions of the OECD in the SDGs 1 and 2 (García et al. 2019). This being a clear example of the relationship in the impact generated in the social sphere through quantifiable investment in a given sector.

On the subject of education and economic growth (SDG 4 & 8), digital platforms break down great barriers to information access within the most disadvantaged communities. It is possible to mention again the importance of the investment of telecommunications to provide the necessary infrastructure and network coverage in rural areas. This would support the entry of different programs such as online education, access to digital materials, and connection between individuals that can facilitate the exchange of information (GSMA 2017). Enrollment at secondary education levels increase by 0.031 percentage points in the 1% increase in mobile investment (García et al. 2019, 21).

Associations such as the GSMA and companies such as Vodafone and Microsoft emphasize the importance of investments in telecommunications to accelerate the digital development of society (García et al. 2019). This in turn provides benefits and positive results across all sectors of society.

Recently, in February 2020, Mexican citizens received a statement from the federal government and Microsoft to report the collaboration that these two parties would carry out for the investment of \$ 1.1 billion by Microsoft in Mexico in 5 years. This investment will benefit digital development and has different programs such as the creation of digital classrooms, training of technologies for work introduction and even programs for the development of technologies in artificial intelligence that benefit ocean and marine life protection programs. Microsoft also seeks to collaborate with different companies for the development and improvement of programs and processes that benefit the country's economy. An example would be the collaboration that will take place with the tax administration to optimize tax collection processes and with Telmex (Mexican telecommunications company) the development of new systems and technologies such as artificial intelligence for the benefit of final consumers. (Von Hauske 2020.)

## **5.2 Social programs promoted by the public sector (SDG 1,2,8,10)**

Several social programs have been implemented in the Mexican territory as part of government actions to respond to the needs of the most disadvantaged people in the country. Among the social development programs is the Rural Supply Program that is in charge of Diconsa - SEGALMEX (Mexican food security). The rural supply program seeks to facilitate economic access and basic products as well as create marketing mechanisms to supply hard-to-reach communities with food products, the program has warehouses, stores at fixed points and stores with ease of mobilization, vehicles and even boats to reach more rural areas. This program looks for areas with specific population characteristics to be implemented,

such as those areas with less than 200 inhabitants and areas between 200 and 14,999 inhabitants that do not have the necessary inputs as well as the necessary and optimal services for the supply of the community. (Salas 2018.)

The goals and benefits that are sought to be included in the program are to create a basic food basket with nutritional value for the benefit of health, another objective is to benefit communities with a store belonging to the program to serve the community and offer an offer of basic products with a lower cost than the products offered in local stores, to generate an approximate saving of 15% in purchases related to food and health. In case of natural disasters or emergencies there is an action plan to put mobile units (300 mobile stores and 4,000 vehicles) into use to cover the tasks of physical stores to supply the communities with the required services as well as with the products.

In 2017, the sales of the program projected downwards, and capital was not destined for investment, nor was adequate maintenance given to the infrastructure, also there was no increase in staff since the operational resources of the program come from the proceeds from sales and subsidies provided by the government. One of the most worrying and outstanding data is the existing coverage of the program in target communities with a total of 15,525 locations in the 26,573 locations that were sought to be covered. It is important to mention that there are about 84,722 potential locations already identified in the national territory that have the characteristics to belong to the rural supply program. (Salas 2018.)

There are 26,631 community stores in operation, of which 8,975 are operating in locations that do not meet the necessary characteristics required to belong to the program (Salas 2018, 139-141). We can see in the same way that the number of stores in operation exceeds the number of localities attended in 2017. The results shown by the studies of the rural food supply program project state that in the 5 years following 2017 the number of stores that will close operations due to lack of resources and personnel as well as planning and structure, it is more than 1,800 stores (Salas 2018, 139-141). These numbers give an idea of the lack of attention, effectiveness and efficiency in the planning and implementation of the most important social programs in the country.

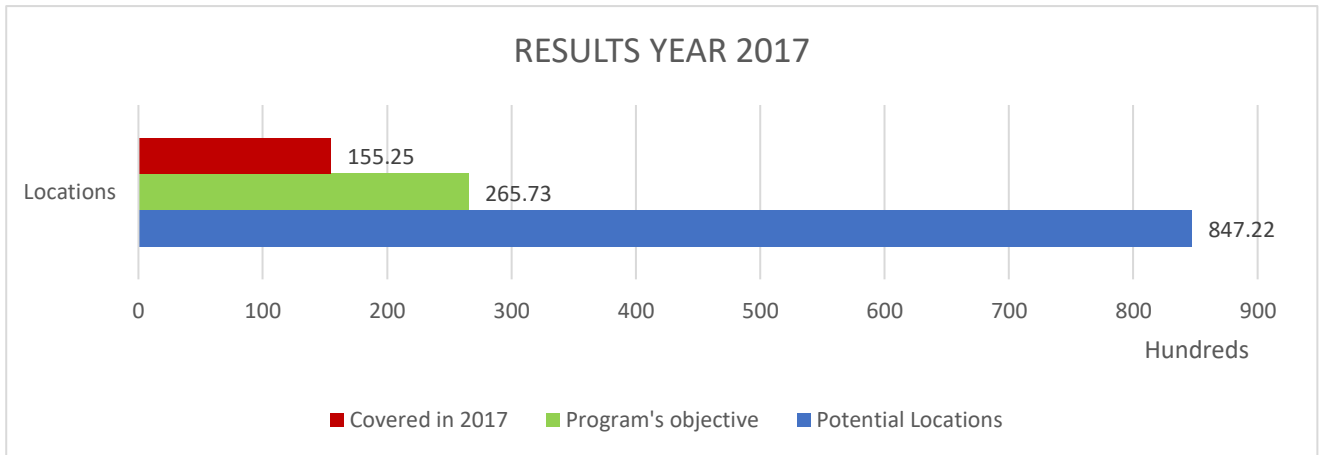


FIGURE 7. Locations that require attention (Salas 2018).

### 5.3 NGOs collaboration with the community

Non-governmental organizations and part of the social sector are key pieces in the development of the countries and within Mexico several of these organizations are developing models and implementing actions in collaboration with the community to improve their life situation in all dimensions. The most vulnerable communities with the fewest opportunities do not actively participate in many of the development areas of a country and this affects both parties in different ways. Organizations such as TIC-AC (indigenous community telecommunications) have the mission of giving access to people who for different reasons cannot access communication services by supporting people and communities to build and manage their own telecommunications networks.

TIC-AC is a clear example of the importance that NGOs play. In the same way, they show the ideal way to develop projects that favor the sustainable development of the community and its environment. Within its community telephony manual we can find the business model and the process that is carried out to achieve the objectives, having established protocols and processes give clarity to any project and set the guidelines to follow. (Huerta & Lawrence 2017, 29.)

TIC-AC seeks to generate an impact on the social development of communities in all its dimensions through projects so that the community together with them evaluate the conditions of their locality and thus build the necessary network infrastructure as well as train the people so that they can later manage their networks. Being able to access communications generates a positive impact in all senses, this helps



in different areas such as education, health, communication, and economy. Thus, in this way the community is part of the development of the country, integrating them more actively and generating better opportunities in their lives.

## **6 FACTORS THAT AFFECT THE IMPACT ON EACH OF THE SUSTAINABLE DEVELOPMENT GOALS**

Throughout the investigation of this academic work, various obstacles and areas of opportunities were detected that must be addressed to lay the foundations for planning, development and implementation of strategies and actions that benefit in the fulfillment of the sustainable development objectives. These factors may be internal to organizations, such as corruption and lack of data and metrics, as well as external factors such as the conditions and different realities of the areas of opportunity, lack of resources, and lack of cooperation with other actors.

### **6.1 Different realities**

Moving along the broad spectrum of situations and visions that put social, economic and environmental development in our society at risk, we find that the search for solutions to the current situations in various countries are being established in a standardized way, which means that there is no a space or margin for the different variations that each country and its different societies present in specific scenarios. Each country faces specific challenges in its pursuit of sustainable development (United Nations 2015).

Understanding that the search, development and implementation of solutions for the different areas of opportunities of each country and society require a unique focus (which in turn can be correlated with other realities) is valuable for the construction of positive results. To present solutions, it is necessary to have a deep knowledge of reality and this can only be achieved not only by observing but by co-operation with the people you want to help. This idea is presented in The Base of the Pyramid Protocol as a proposal for effective intervention and with effects and impact in the long-term. (Hart 2008.)

### **6.2 Lack of data, metrics, and indicators**

One of the most important and striking points throughout the research was to find that there are no necessary and optimal tools for the implementation, evaluation and monitoring of the development of the objectives throughout the sectors of society. Several organizations and individuals mention the lack of information, confidence data, metrics, evaluation tools, among other indicators, as an obstacle to being

able to work on the development and fulfillment of goals and objectives. Different reports and agendas such as the report on LAC of the Inter-American Development Bank (García et al. 2019), The 2030 agenda on the SDGs (United Nations 2015), The communication program and report (Secretariat of Communications and Transportations 2019), and the Agenda of Childhood and Adolescence (Unicef 2018) mention the lack and importance of precise guides to guide actions in the development of objectives, as well as indicators and metrics that show the effectiveness in the performance of implementations that would otherwise run the risk of being just aspirations.

It is clear that the objectives and goals of sustainable development are present within the work and development agendas throughout the sectors of society. The same society every day understands which is the path that must be taken for the benefit of all, but although the actions are varied and many plans, the development in the implementations remains halfway due to the lack of clarity and guidelines that support processes from start to finish with tangible results. This lack of clarity in social programs within the public sector or the strategies and implementations of private and non-governmental organizations are also affected by factors in the environment they are in. Corruption, bureaucracy, regulations and lack of organization are unfortunately the biggest barriers in the development of objectives.

### **6.3 Corruption**

The international transparency organization classified Mexico as a country with high rates of corruption, ranking it in 2019 in 130th place for transparency in 180 countries. With a score of 29/100, the International Transparency Organization reports that Mexico has had significant drops in transparency since 2012.

One of the factors that can slow development is corruption. In Mexico it has undoubtedly harmed the economy (Tello 2019). Transparency is a way to clear the information asymmetries across the environment; it helps organizations and individuals to fully understand the conditions and constraints for a determined market (OECD 2017). Precisely the lack of transparency makes it more difficult to understand the situation in which organizations and individuals find themselves, this reality slows down efforts in the fight to implement efficient strategies in the development of the SDGs.

The lack of transparency not only affects the clarity of our environment and the implementation of strategies, but it is a great factor that impacts Mexico's economy. Foreign direct investment constitutes one

of the great pillars in the Mexican economy, it is affected by the lack of interest and security generated by bad practices in the country.

The Inter-American Development Bank highlights investment as an important factor for the development and achievement of objectives. The economic outlook in Mexico shows growth in sectors benefited by the current reforms implemented in the country, but the lack of trust, transparent and legal institutions, rigorous local laws and bureaucracy, corruption and lack of financial development affect all other sectors and industries. (OECD 2017.)

This reality divides the country into two parts where some sectors continue to grow while others are stagnant, generating inequality in the population and failing to improve the living conditions of the population even with present economic growth.

One of the clearest examples of the magnitude and severity of corruption in Mexico is the diversion of public resources by public officials this situation directly affect investment in the state, education, social programs, well-being and health of the population and development in general.

#### **6.4 Lack of public investment**

Public investment plays an important role in the growth and development of any country, helping to increase production and productivity. More jobs can be generated and competitiveness increases. Advances in research and development issues can be generated to improve services and products and thus reduce costs in various areas such as transportation, production and logistics. But Mexico is still below the target set for public investment.

By the end of 2019, public investment was 20.9%, contrasting with its highest record of 24% in 2008. The head of the American Chamber of Mexico, Luis Foncerrada, considers that to reflect economic growth in the country of 2%, at least a public investment of 2.5% of GDP needs to be made. (Albarran 2019.)

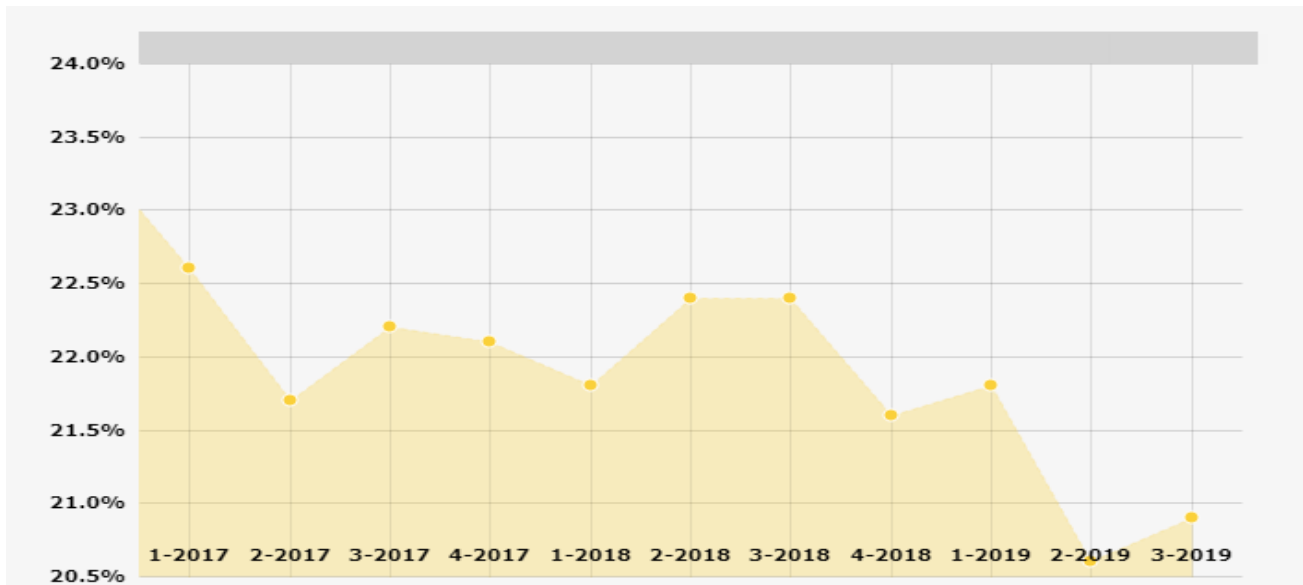


FIGURE 8. Investment as a percentage of the national GDP (Mexico ¿Como vamos? 2019).

Another aspect to consider is the large part of resources (57% of GDP) that Mexico is just in the energy sector, this type of decisions can be detrimental since various areas and sectors of the country are left unattended and with fewer resources. It is here where we can understand that investment from the private sector and non-governmental organizations are crucial in the development of the country.

### 6.5 Education with a sustainable approach

Several universities and educational institutions have joined the commitment to develop educational offerings with a focus on sustainable development, universities such as The National Autonomous University of Mexico (UNAM) and Anahuac University were among the first institutions in the development of subjects on social responsibility and sustainable development. In contrast with this, according to the internationalist Simone Lucatello, by 2017 we were still in a stage of experimentation that to date requires great efforts by the private sector and especially the public sector to translate this urgency in an educational benefit for all the youth of the country. (De Anda 2017.)

Being aware and prepared with tools and a new perspective of what it is to develop in various areas with a focus on sustainability as professionals is vital for the creation of new societies that can propose solutions to the increasing deterioration of our environment and the social problems that seem not to be improving.

## 7 PROPOSAL – SDGs PROJECT PROTOCOL

The proposal of this academic work is the development of a protocol that serves as a reference for the development of projects with a focus on sustainable development. Several areas of opportunity have been found in different projects that are currently active and that can be included in the protocol to improve the process of future projects and adjust those that are currently implemented.

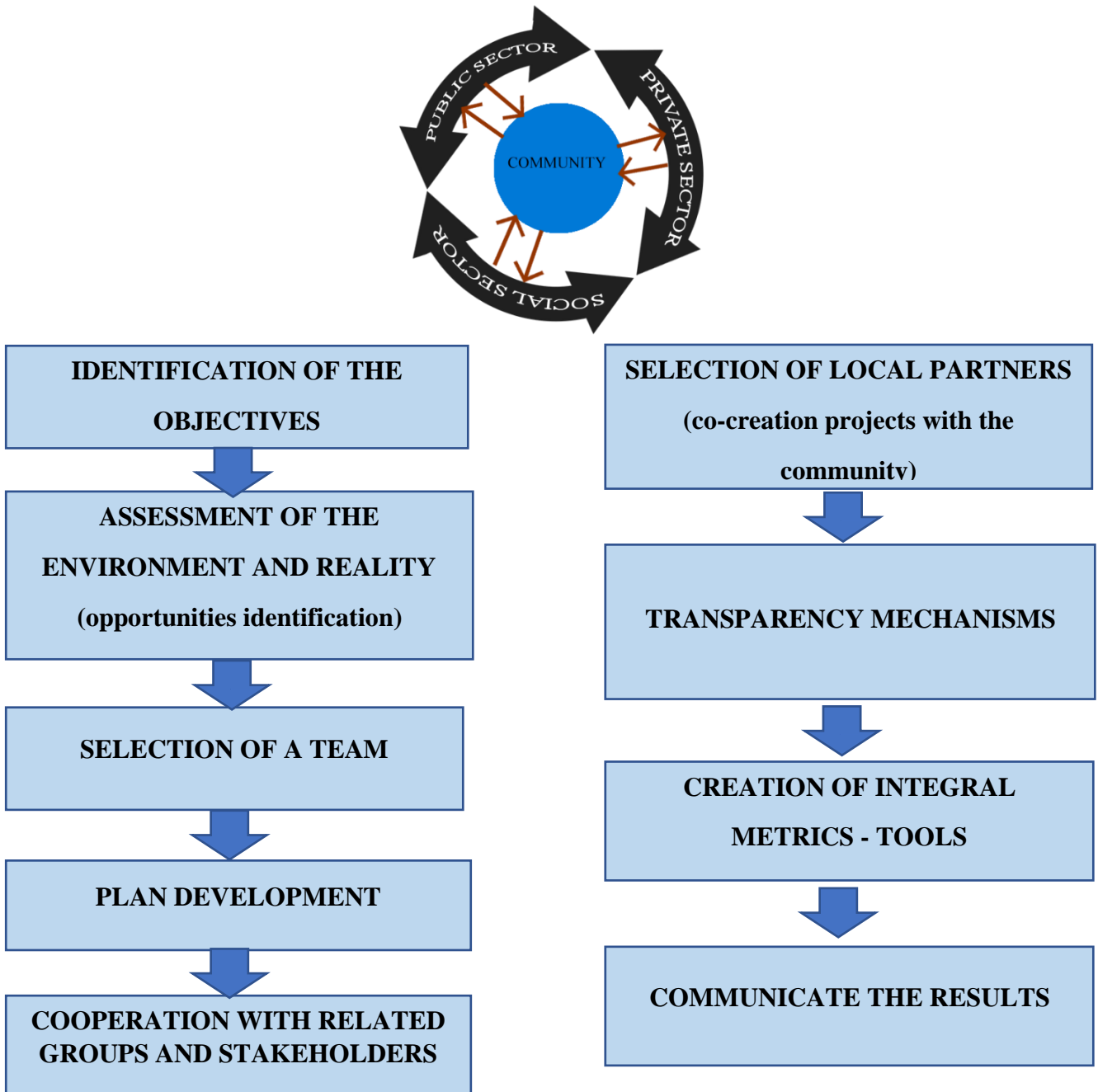


FIGURE 9. Proposed protocol to achieve the SDGs.

## 7.1 Identification of the objectives

The basis of a project begins with the selection of an objective and the identification of opportunities; the objectives become relevant if they are linked to the business purpose (vision and mission), and the opportunity with a real need. In this initial phase there should be a full evaluation and approach reviewing the different dimensions (where, when, how, who, why, if, then). All solutions and approaches to the desired work model must be sustainable and designed for the benefit of individuals and the environment at all times.

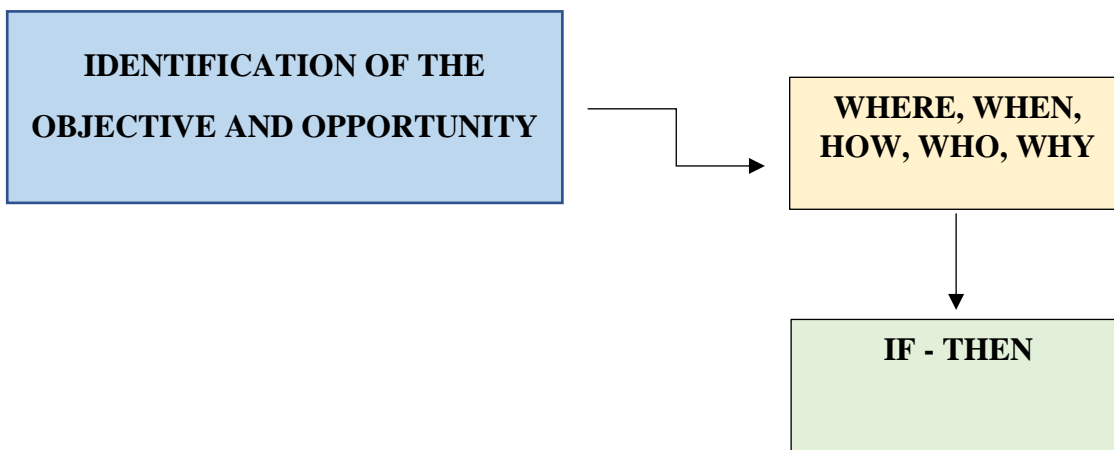


FIGURE 10. Objective - Opportunity identification flowchart template.

To consider all the dimensions of the problem will help us to better understand the current situation and it will help us to be more effective with the solutions and strategies proposal. As a case study, a company that manufactures farm animal food products has identified a goal, the sale of food with better nutritional value and better benefits for animals from livestock producers. The opportunity was developed by holding financial courses to educate producers and as a result have better-prepared clients with better and greater purchasing power.

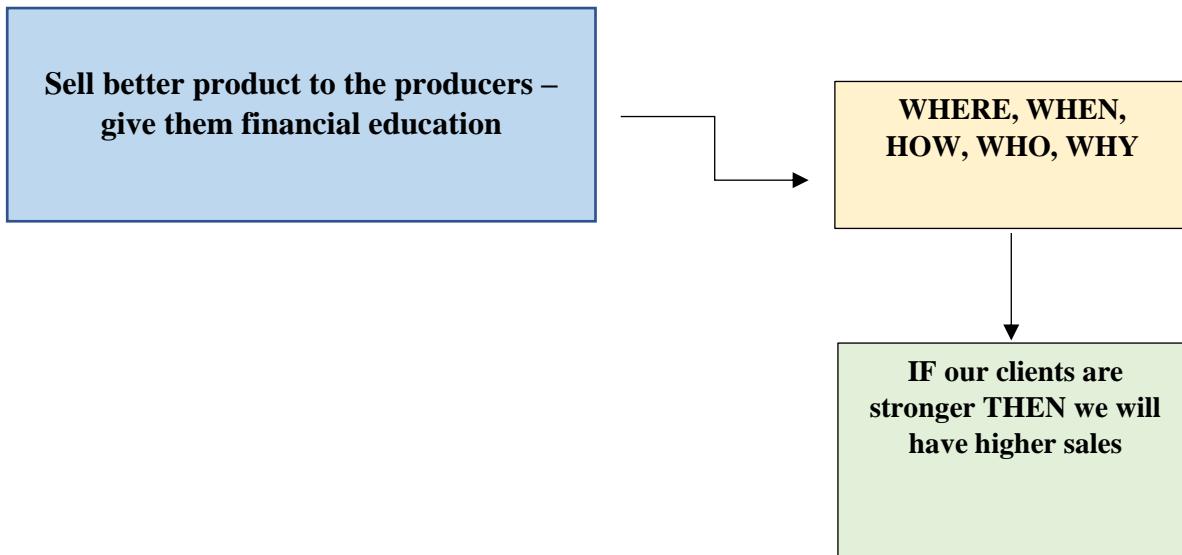


FIGURE 11. Objective - Opportunity identification flowchart example.

## 7.2 Assessment of the environment and reality (opportunities identification)

Evaluating and delving into the reality and conditions of each situation and area of opportunity helps us to better identify the factors that constitute and affect them, in this phase we can validate the ideas of the project. We must assume that although the conditions seem similar, many factors alter the reality of communities and markets in different ways. For this reason, it is important to go deeper and not only create analysis and desktop strategies.

Within the businesses, it has been possible to observe strategies that have failed to be used in the same way within their home markets and the new markets that they plan to enter (Kovacic 2013), Chipotle Mexican Grill is a casual fast-food restaurant based in the USA that decided to expand its borders and opened its first restaurant in London in 2010 using the same entry strategy that was used with the US market since they considered that the English market was not so different from the American market assuming that the culture and the environment were not so different between both nations, the results were different, causing slow growth and in many cases closings of locations.



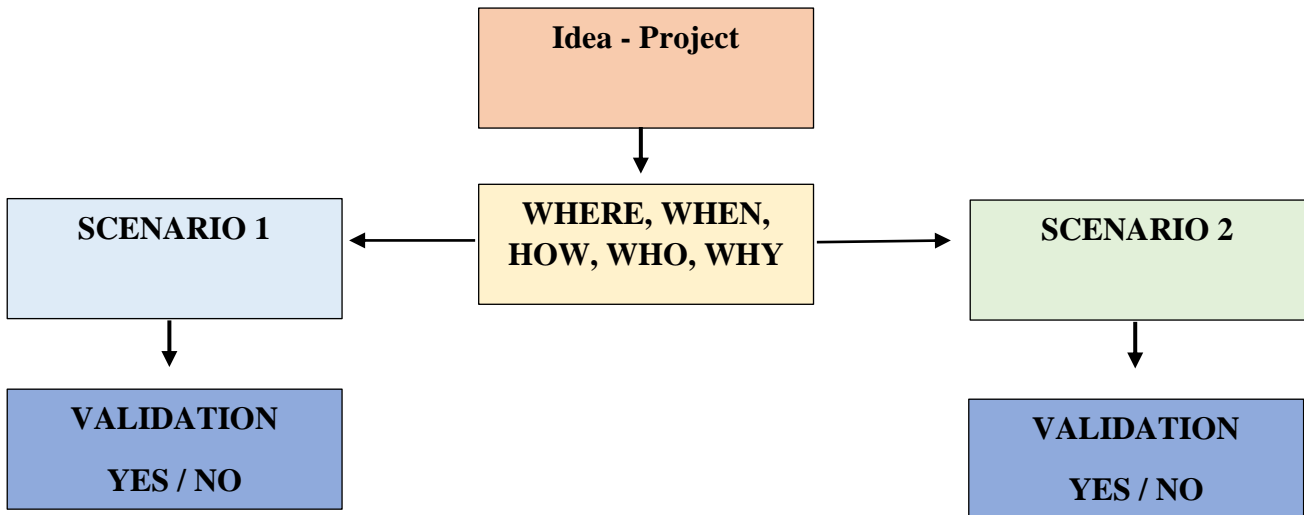


FIGURE 12. Idea / Project validation flowchart.

### 7.3 Selection of a team

In the team selection phase, an internal search of the organization is needed to select the members of the project team. Evaluate whether the project falls on a specific area of the company or assign those responsible who can deliver the desired results. Appoint a person in charge who controls and is accountable during the development of the project and select the people who have the competences for the development of the project.

The selection of a work team requires experts in the topics and objectives to be developed in social responsibility and sustainable development. Likewise, it is important to have a different approach and new perspectives for the projects that come from a new culture attached to social, environmental and economic benefit.

### 7.4 Plan development

Phase for the development of the plan and training of the team, once it has been determined what the objectives are, the preparation of the necessary tools and knowledge that the members should have through a training program can begin. The necessary activities must be established to achieve the purpose of the objectives. Make a schedule of the activities to be carried out and the roles (team tasks), goals to be achieved, time and resources. Based on the project's objectives, the stages, opportunities,

managers, goals, time, and budget must be defined, as well as the development of indicators that must be met to fulfill the objectives.

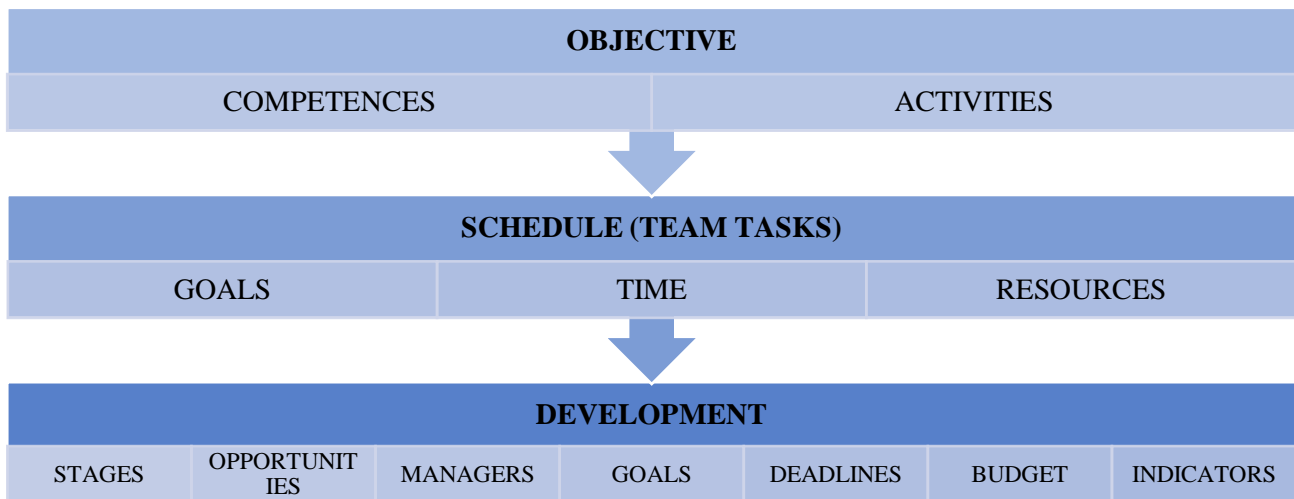


FIGURE 13. Plan development process.

## 7.5 Cooperation with related groups and stakeholders

As a result of the plan, various activities need to establish relationships with stakeholders and related groups. Approaching the actors or stakeholders is convenient to generate and add value to the project and this is where the common interests between sectors can be translated into cooperation. In the same way, cooperation with the community is necessary since information or subject factors that are sensitive can be known and considered for the different phases of the project.

The cooperation and dialogue with stakeholders and related groups must be considered at all times as they are part of the interested actors and the first beneficiaries or affected by the projects. The community provides benefits in the development of strategies since they have a clear and first image of the situation and reality that is lived, this helps immensely in the development of products, services, and programs, reducing the margin of failure and providing clarity in all project steps.

In this phase it is important to visit the community and market to understand firsthand the reality and situation. Having contact with what your client, environment, partner or beneficiary needs and lives will help exponentially in the process to eliminate many assumptions saving resources and time.

## 7.6 Selection of local partners (co-creation projects with the community)

On various occasions a very particular partner is needed for the entry and validation of a project. If a project has a large presence in the community, it is important to have a local partner as a guarantee to be validated by the community. This helps to build a relationship of trust and collaboration between the organization and the community, these partners help in the development of plans and can be sources of information. It is also important that in projects aimed at communities, local partners are not allowed to own or have decision-making power over the projects.



FIGURE 14. Organization - Community link.

## 7.7 Transparency mechanisms

Transparency mechanisms serve to communicate progress and results and can occur in all three sectors. For the third sector, these mechanisms serve to give accounts to donors, in the public sector these mechanisms help to give accounts and results to society, and in the private sector, these mechanisms give results to managers and business owners. These mechanisms reflect the progress in the development of the plan, the activities, the goals, and the budget exerted, they also reflect new factors and tasks or actions to be developed.

Although there is still no conclusive evidence of a direct relationship between the increase in transparency mechanisms and improvement in the development of projects or the management of resources, a difference can be generated in the increase in the response of institutions, the empowerment of stakeholders, improvement in budget management, reduction of corruption levels and creation of neutral spaces for engagement. (McGee & Gaventa 2010.)

## 7.8 Creation of integral metric - tools

Evaluation of results, at this stage specifically the results obtained must be evaluated, to know to what extent, the results were fulfilled as well as the reasons and factors why the results were fulfilled or not and if what was planned in the project was done or not.

In this phase, those factors and conditions that could arise unexpectedly or without being contemplated can be obtained, evaluated and subsequently included into our plan. This evaluation of results must establish a methodology to establish the points to consider and the evaluation time for the progress of the project as well as the scope and modification of the objectives. This process helps us to adjust the work plan and to re-evaluate our objectives. Using evaluation metrics is an important step in developing and improving models, strategies and plans, since what can be measured and known can be improved (Coneval 2018).

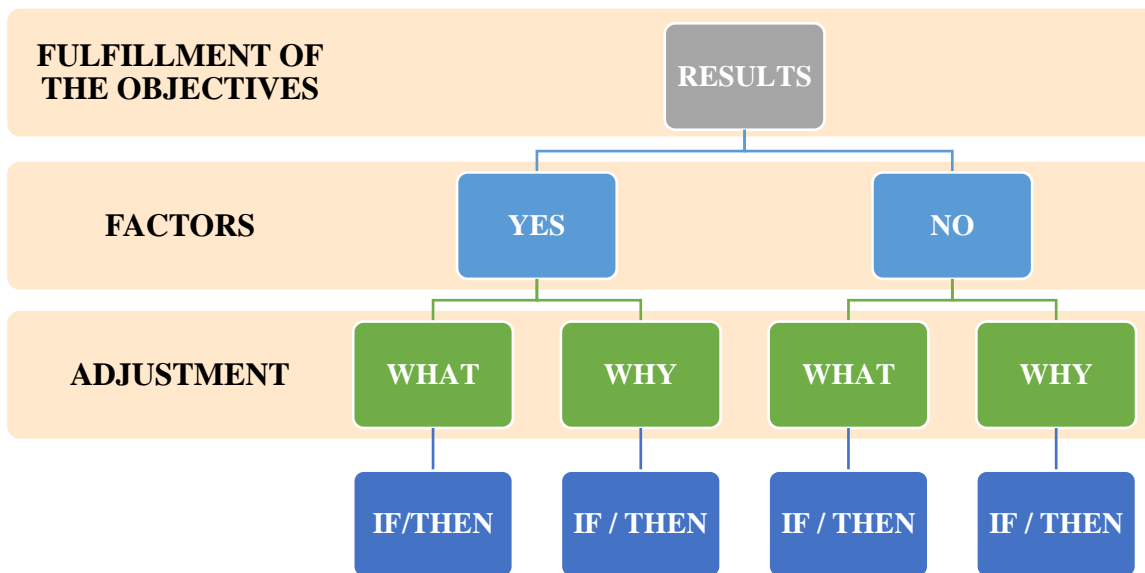


FIGURE 15. Results evaluation process.

## 7.9 Communicate the results

In the last phase of the project, you must first think about who will communicate the results and why it is important to communicate the results. Communication must be both internal and external to the organization, internally the results are communicated to shareholders and collaborators, and externally to

customers, suppliers, government, community and any related group. This stage of communication is important to be able to grant value to the interested parties.

As an example, it can be mentioned that a shareholder can be informed of the success of the project and the situation of the sale of products and services. The government can be informed that the company or organization has a social responsibility and that can generate higher income (higher taxes). Collaborators can communicate the social interest and the interest of the clients. Communicating the results has a value for our stakeholders that translates into a benefit for the organization and that no value can be assigned to what is not known.

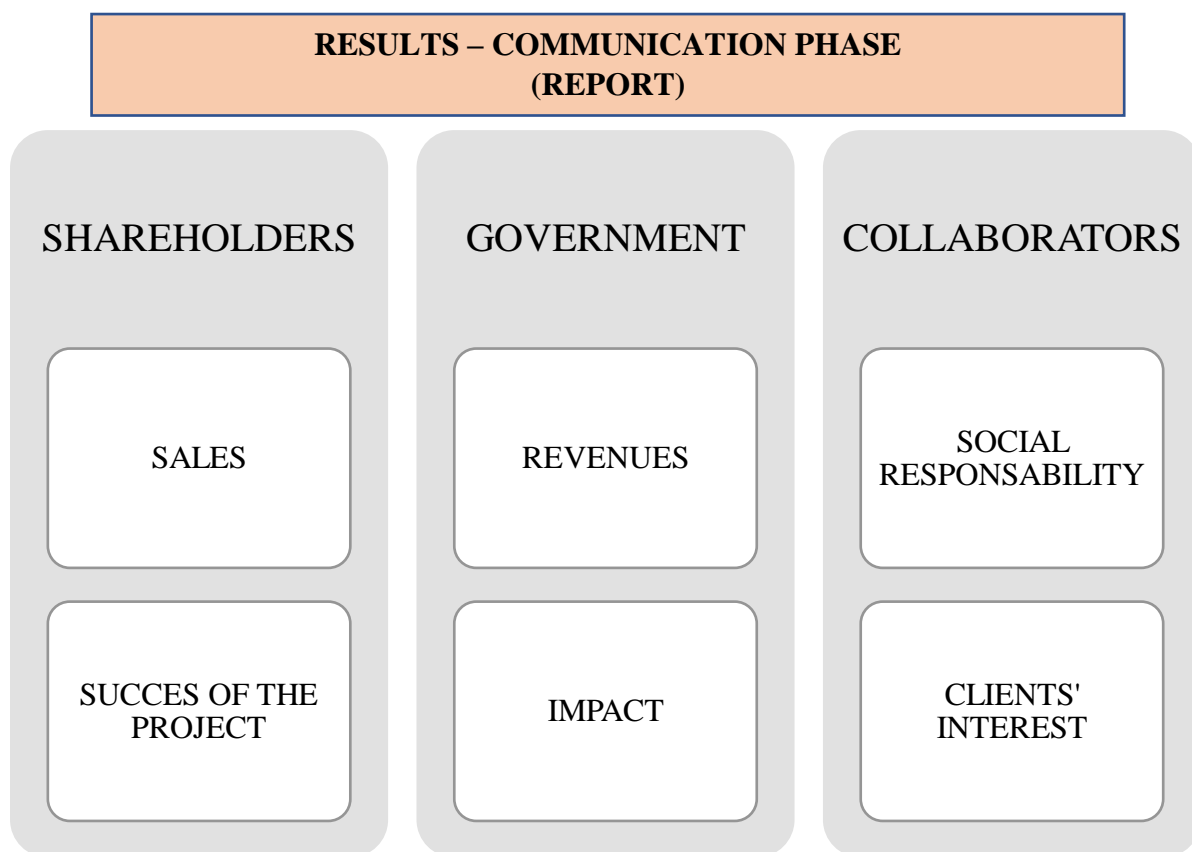


FIGURE 16. Results Communication groups.

## 8 CONCLUSION

I think the moments we live in today remind us that the actions of the past affect us in the present, and the actions we take now will affect our future and subsequent generations. The challenges and objectives that humanity has today can only be addressed and achieved through cooperation and transparency among all actors, and it is because of this that we must act consistently and look for the collective benefit, leaving aside individual thinking, as societies today can hardly survive in isolation.

There are great examples of societies that have worked to find the harmony of their individuals and environment, but unfortunately we still live in a world where hunger and poverty have millions of people suffering and surviving day by day, this is unacceptable and shameful. We can see as well, how our environment is degraded, putting our survival at risk, as the survival of other living beings that, although we do not see it clearly, depend on us. Therefore, collective and individual actions that benefit any aspect and dimension of our society and environment must find a way to remain in constant action and evolution to achieve the greatest impact that positively changes the course of our current situation.

In order to improve our general situation as society we must attend to each and every one of the dimensions that make up our environment, economy and society. These actions must be defined by objectives and strategies that aim to have a positive and sustainable impact. Having a clear vision of what you want to achieve, committing ourselves to our objectives as well as having parameters that we can follow, are very valuable factors that will help us achieve those desired results.

I trust that by offering a protocol to meet the main objectives of sustainable development in my country, I am contributing with a practical tool to implement effective actions that improve the environment in the present and in the future, remembering always that this must be done in a sustainable way for the benefit of future generations.

The knowledge acquired is only useful when it is put into practice and learning is greater when reality is lived. I am sure that by implementing many of the ideas that I present in this document, many other ideas that each person who reads this document has will be integrated, and many others will be born through learning by doing. I believe that there are still many blank pages to be written as a complement to this academic work and I think it will be exciting to review in the future the fruits of this work that was done with the intention and responsibility to contribute to a better world.

In moments of adversity in which our society currently finds itself, as with the arrival of a new pandemic, we have had the possibility of understanding and remembering what is valuable for people. We had the opportunity to return to our essentials such as the capacity for solidarity, the responsibility we have for others, seeing for the value of life and freedom, valuing health, education and everything that constitutes us as a society.

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