KÓPAVOGUR, ICELAND

A Territorial Approach to the Sustainable Development Goals in Kópavogur, Iceland

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Preface

We are delighted to publish the results of our 2-year policy dialogue with over 100 stakeholders in promoting a territorial approach to the Sustainable Development Goals (SDGs) in Kópavogur, Iceland. Today, the SDGs are more important than ever. In shaping long-term recovery measures to the COVID-19 pandemic, the SDGs represent a valuable framework to build a more sustainable and resilient society.

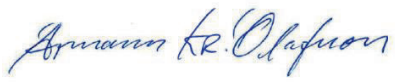
Kópavogur was the first municipality in Iceland to formally embrace the SDGs and the 2030 Agenda. In September 2018, the municipal council adopted a holistic strategy for Kópavogur, which reflects its vision, values, mission statement as well as strategic goals based on the 15 prioritised SDGs and their 36 targets. The municipality of Kópavogur utilises a data-driven approach to implementing the SDGs through its holistic local strategy. Kópavogur is also using the SDGs to build awareness and strengthen ownership of the strategy among the private sector and civil society.

The OECD report *A Territorial Approach to the Sustainable Development Goals in Kópavogur, Iceland* provides guidance on how the SDGs can help to address key sustainable development challenges of the municipality – in particular private car dependency and waste production – through an integrated and functional approach as part of the capital region of Greater Reykjavik. The report provides recommendations on how to implement Kópavogur's local strategy using the SDGs to break down policy silos and promote public sector efficiency and transparency as well as on how to use data and indicators as a tool for policy dialogue and engaging stakeholders. Based on the *OECD Checklist for Public Action to Implement a Territorial Approach to the SDGs*, the report calls for a shared responsibility across levels of government in the areas of: planning, policies and strategies; multi-level governance; financing and budgeting; data and information; and stakeholder engagement.

We are grateful for the inclusive consultation process underlying this report, which allowed us to listen and learn from each other, build on our respective knowledge and experience, and strive to collect and be inspired by best practices to advance Kópavogur's implementation of the SDGs over the years to come. We thank stakeholders from the municipality of Kópavogur and other levels of government, including the Ministry of Regional Policy, Transport and Local Government and the Inter-Ministerial Working Group on the SDGs for their active participation. The report also benefitted from the valuable insights of peers in the county of Viken (Norway), from the Association of Flemish Cities and Municipalities (VVSG) in the region of Flanders (Belgium), as well as from numerous public, private, academic and non-profit sector institutions to build consensus, discuss policy recommendations and scale-up success stories.

Moving forward, we trust that using the SDGs as a framework to implement the Kópavogur local strategy will help it to build a resilient, inclusive and sustainable society.

Lamia Kamal-Chaoui,
Director, OECD Centre for Entrepreneurship,
SMEs, Regions and Cities



Ármann Kr. Ólafsson,
Mayor of the municipality of Kópavogur,
Iceland

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This report was prepared by the OECD Centre for Entrepreneurship, SMEs, Regions and Cities (CFE) led by Lamia Kamal-Chaoui, Director, as part of the Programme of Work and Budget of the Regional Development Policy Committee. It is the result of a 2-year policy dialogue with over 100 stakeholders from public, private and non-profit sectors and representatives from across all levels of government in Kópavogur, Iceland.

The report was drafted by a core team of OECD policy analysts comprised of Stina Heikkilä, Antonio Canamas Catala and Lorenz Gross of the CFE, co-ordinated by Stefano Marta, Co-ordinator of the OECD Programme on a Territorial Approach to the SDGs, under the supervision of Aziza Akhmouch, Head of the Cities, Urban Policies and Sustainable Development Division in the CFE. The report benefitted from the support of Marcos Díaz Ramírez, Statistician, who provided guidance in the analysis of the local SDG data for the municipality of Kópavogur.

The OECD Secretariat is grateful for the high-level political impetus and commitment from Ármann Kr. Ólafsson, Mayor of the municipality of Kópavogur. Special thanks are conveyed to the excellent local team composed of Palmi Thor Masson, Deputy Mayor (formerly Pall Magnusson), Audur Finnbogadottir, Project Manager of Strategy, Jakob Sindri Thorsson, Data Specialist, and the Steering Group for the implementation of the local strategy. Furthermore, the policy dialogue benefitted from insights from peer reviewers from the county of Viken (Norway) and from the Association of Flemish Cities and Municipalities (VVSG), which contributed their valuable expertise and experience, participated in missions and provided international best practices as well as guidance on the report, namely Gunn Nygard, Gørill Elisabeth Brohdahl (Viken) and Bert Janssens (VVSG).

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Table of contents

Preface 3

Acknowledgements 4

Abbreviations and acronyms 8

Executive summary 10

1 A data-driven approach to localising the SDGs in Kópavogur, Iceland 15
- Kópavogur: A fast-growing municipality in the capital region of Iceland 16
- The SDGs as a tool for public sector efficiency and data-driven policymaking 17
  - A local strategy aligned with national and international agendas 17
  - A data-driven approach to strategy design, policy integration and efficiency 21
  - Institutionalising the SDGs in the local administration 25
- References 27
- Annex 1.A. Prioritised SDG targets in the local strategy of Kópavogur, Iceland 29

2 Sustainable development challenges and opportunities in Kópavogur, Iceland 31
- Measuring the distance to the SDGs in Kópavogur, Iceland 32
  - Kópavogur's performance in an OECD context 32
  - People: Kópavogur performs well on most education and health indicators and over half of the city government's elected representatives are women 34
  - Planet: Access to high quality water services is universal but large number of cars and high waste per capita remain environmental challenges 36
  - Prosperity: Low unemployment, good air quality and renewable energy consumption are key strengths but public transport provision can be strengthened 39
  - Peace and Partnership: Kópavogur is a safe place to live and well-connected 42
- The SDGs as a holistic lens to promote a functional and integrated approach to link environmental, economic and social performance in Kópavogur, Iceland 44
  - Addressing the lack of public transport: The Bus Rapid Transit project Borgarlínan 46
  - Addressing waste management: the role of SORPA 47
- References 49
- Notes 50

3 The SDGs to move from a top-down to a co-created and participatory local strategy for sustainability in Kópavogur, Iceland 51
- Leveraging political support and co-ordination for the localisation of the SDGs in Iceland 52
  - High-level political support for municipalities' role in the 2030 Agenda 52
  - Underexploited formal co-ordination and support mechanisms 53

A need for inter-municipal co-operation to solve sustainable development challenges at the appropriate scale 53
The SDGs as a tool to engage the private sector and civil society in Kópavogur 54
Kópavogur's Marketing Office supports local businesses to engage with the SDGs 54
Enabling civil society and youth to act for the SDGs in Kópavogur 56
References 58

4 Policy recommendations and action plan for a Territorial Approach to the SDGs in Kópavogur, Iceland 59
Seven key recommendations for Kópavogur 61
Planning, policies and strategies 63
Multi-level governance 65
Financing and budgeting 66
Data and information 67
Engagement 68
References 70

Tables

Table 2.1. Municipalities in the capital region and FUA of Reykjavík 33
Table 2.2. ISO indicators used to assess the dimension People that correspond to the OECD framework 35
Table 2.3. Kópavogur-specific ISO indicators used to assess the dimension People 36
Table 2.4. ISO indicators used to assess the dimension Planet that correspond to the OECD framework 37
Table 2.5. Kópavogur-specific ISO indicators used to assess the dimension Planet 38
Table 2.6. ISO indicators used to assess the dimension Prosperity that correspond to the OECD framework 40
Table 2.7. Kópavogur-specific ISO indicators used to assess the dimension Prosperity 41
Table 2.8. ISO indicators used to assess the dimensions Peace and Partnership that correspond to the OECD framework 43
Table 2.9. Kópavogur-specific ISO indicators used to assess the dimensions Peace and Partnership 43

Figures

Figure 1.1. Population growth by municipality in Iceland, 2014-19 16
Figure 1.2. Prioritisation process of the SDG targets for Kópavogur's local strategy 18
Figure 1.3. The OECD analytical framework for *A Territorial Approach to the SDGs* 20
Figure 1.4. The Kópavogur model for implementing the SDGs 22
Figure 1.5. Planned calculation of an SDGs index through the Nightingale system 24
Figure 2.1. The 17 Sustainable Development Goals 32
Figure 2.2. Infant mortality rate: Comparison across OECD regions in relation to Kópavogur 35
Figure 2.3. Municipal waste rate, 2015: Comparison across OECD regions in relation to Kópavogur 37
Figure 2.4. Unemployment rate, 2017: Comparison across OECD regions in relation to Kópavogur 40
Figure 2.5. Homicides per 100 000 persons, 2016: Comparison across OECD regions in relation to Kópavogur 42
Figure 2.6. Population growth in Kópavogur, 2000-20 45
Figure 2.7. Planned Bus Rapid Transit *Borgarlínan* in the Reykjavík capital region 47
Figure 3.1. Activities by *Íslandsbanki* linked to the SDGs 55
Figure 3.2. Results from a stakeholder consultation exercise with children aged 8-15 in Kópavogur on how to contribute with ideas to the local government 57
Figure 4.1. Seven key recommendations for a territorial approach to the SDGs in Kópavogur 62
Figure 4.2. Action plan to implement OECD Recommendation 1 on using the SDGs to provide a functional lens for concrete challenges in Kópavogur 63
Figure 4.3. Action plan to implement OECD Recommendation 2 on using the SDGs as a tool for "public service motivation" and for attracting new staff to key services 64
Figure 4.4. Action plan to implement OECD Recommendation 3 to create a Task Force at the national level to strengthen vertical co-ordination of the SDGs 65

Figure 4.5. Action plan to implement OECD Recommendation 4 on using the SDGs as a budgeting tool to prioritise resources 66
Figure 4.6. Action plan to implement OECD Recommendation 5 to use the Nightingale management and information system as a tool for policy dialogue and planning 67
Figure 4.7. Action plan to implement OECD Recommendation 6 to combine the technical, top-down approach taken to prioritise the SDGs with more inclusive, bottom-up processes 68
Figure 4.8. Action plan to implement OECD Recommendation 7 on using the SDGs as a tool to leverage private sector contributions 69

Annex Figure 1.A.1. Mapping between priority SDGs and targets in Kópavogur's local strategy, national priority targets and United Cities and Local Governments (UCLG) targets for local governments 29

Boxes

Box 1.1. Why a territorial approach to the SDGs? 18
Box 1.2. The mission, vision and values of Kópavogur's holistic local strategy 21
Box 1.3. A Child-Friendly City Dashboard 24
Box 1.4. The SDGs in Kópavogur's schools 26
Box 2.1. Definition of functional urban areas (FUA) 33
Box 2.2. *Borgarlínan* – Bus Rapid Transit connecting the Reykjavík capital region 46
Box 3.1. Youth Council for the SDG 52
Box 4.1. The OECD Checklist for Public Action to facilitate the uptake and implementation of the SDGs 60
Box 4.2. Objectives of the OECD action plan for *A Territorial Approach to the SDGs* in Kópavogur 61

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Abbreviations and acronyms

BRT	Bus Rapid Transit
CEO	Chief Executive Officer
CFE	OECD Centre for Entrepreneurship, SMEs, Regions and Cities
CRC	UN Convention on the Rights of the Child
CSR	Corporate Social Responsibility
EC	European Commission
ESG	Environmental, Social and Governance
FUA	Functional Urban Area
GRI	Global Reporting Initiative
IMWG	Inter-Ministerial Working Group
HLPF	High-level political forum
ISO	International Organization for Standardization
KPI	Key Performance Indicators
kg	Kilogram
LAU	Local Administrative Unit
MK	Marketing Office Kópavogur (Markaðsstofa Kópavogs)
NO_2	Nitrogen dioxide
PCT	Patent Cooperation Treaty
PM	Particulate matter
PRI	Principles for Responsible Investment
R&D	Research and development
SDGs	Sustainable Development Goals
SPI	Social Progress Index
SPP	Social Progress Portrait
SSH	Association of municipalities in the Capital area (Samtök sveitarfélaga á höfuðborgarsvæðinu)
UCLG	United Cities and Local Governments

UN	United Nations
UNA	United Nations Association of Iceland
VNR	Voluntary National Review
VVSG	Association of Flemish Cities and Municipalities
WCCD	World Council on City Data
WHO	World Health Organization

Executive summary

Kópavogur, the second-largest municipality in Iceland, is located in the Reykjavik capital area and has been growing rapidly in the last two decades. Benefitting from positive growth dynamics in the southwest of Iceland, Kópavogur is a good and safe place to live considering its high performance on many SDG targets, including strikingly low unemployment rates by OECD standards, severe poverty almost completely eradicated, as well as low levels of air pollution and fatal road accidents. Yet, progress on some environmental SDGs is hampered by high levels of car dependence and per capita municipal waste. This calls for a functional approach to understand and address these challenges at the scale of the Reykjavik capital area and metropolitan functional urban area (FUA). To ensure the sustainable development of Kópavogur, the municipality has developed a local strategy to achieve the 2030 Agenda based on data-driven policy aiming to identify and track progress on key strengths and weaknesses, looking beyond global SDG targets in areas such as child and youth well-being. The approach to strategic planning taken by the municipality provides a good example of efforts to ensure public sector efficiency and transparency. Kópavogur is now working to seize the opportunity to use the municipality's data intelligence on the SDGs to effectively communicate and involve stakeholders in the strategic actions to implement the local strategy.

Key findings

Kópavogur is part of Iceland's capital region, with a high quality of life and strong SDGs performances

- **Kópavogur performs above the OECD average on many of the SDGs**, with a notable performance on indicators related to SDG 1 No poverty, SDG 8 Decent work and economic growth, SDG 3 Good health and well-being, SDG 4 Access to quality education and SDG 11 Sustainable cities and communities. Its severe poverty rate is almost zero, while unemployment and mortality rates are also strikingly low by OECD standards. In addition, Kópavogur's population has a rate of higher education degrees above the OECD average and air pollution is lower than in any other OECD region. Moreover, 100% of Kópavogur's energy consumption comes from renewable resources.

Addressing car dependence and municipal waste requires an integrated functional approach

- **Some challenges faced by Kópavogur go beyond its administrative borders, such as waste management and high car dependency:**
  - In Kópavogur, cars are the dominant means of transport for people commuting to work. In line with the high ratio of motor road vehicles (nearly 57 per 100 inhabitants), almost 80% of the population of Kópavogur used a personal vehicle to commute to work in 2018.

  - Municipal waste rate of 595 kg per capita exceeding both the OECD average of 411 kg and the end value of 366 kg for SDG 12 Responsible production and consumption.
- **Addressing sustainable development challenges and seizing opportunities in Kópavogur requires applying an integrated and functional lens as part of the larger Reykjavik capital area.**
  - The lack of a well-developed public transport system as part of the Reykjavik metropolitan area means most people rely on the use of private cars. Moving forward with the Bus Rapid Transit project *Borgarlínan* is a key priority for Kópavogur and the other municipalities in the Reykjavik capital region to grow sustainably.
  - Integrated policies can further generate synergies contributing to both health and economic outcomes, such as incentivising alternative means of mobility, such as cycling or walking, or promoting "green" business opportunities and "circular economy" to address key environmental challenges.

Kópavogur data-driven policymaking for the SDGs

- **Kópavogur is the first municipality in Iceland to have embraced the SDGs to enhance its efforts towards sustainable development while boosting efficiency and transparency in the municipal administration**. In September 2018, Kópavogur adopted a holistic local strategy for Kópavogur, including its vision, values, mission statement as well as 15 prioritised SDGs and 36 targets. The strategy set the direction for five thematic strategic plans and related action plans covering climate change, the environment and transport, public health, children and families, and public services and participatory democracy.
- **The municipality's data-driven approach to localising the SDGs** includes efforts to develop local dashboards, indices and local indicator data sets, such as a localised version of the Social Progress Index (SPI), the ISO (International Organization for Standardization) 37120 Platinum certification for its quality data on sustainable community development, and the Child-Friendly City dashboard. Strong efforts have gone into building a management and information system, Nightingale, to track progress towards reaching the SDGs, with the vision to develop composite SDG indices for Kópavogur. This approach aims to provide Kópavogur with the data and evidence needed to move away from sector-based planning towards a more holistic approach, using the SDGs as a comprehensive, interlinked framework of targets and performance indicators.

A participatory and multi-stakeholder process to implement the local strategy

- **While the strategy started as a top-down and technocratic process, the SDGs enabled the municipality to put in place a participatory process involving all stakeholders and levels of governments.** Initially focusing only on internal stakeholders, the municipality has stepped up its efforts to engage other key actors, including via a citizen survey, two online portals for public consultation and an expected memorandum of understanding for interested local businesses in Kópavogur to express their commitment towards the SDGs.

Policy recommendations

Some key actions can help make the most of a territorial approach to the SDGs in Kópavogur:

- **Use the SDGs to provide a functional lens to respond to concrete challenges in the municipality that span across administrative borders**. Taking a long-term view, municipal planning in Kópavogur must consider sustainable, accessible and affordable transport options in the municipality beyond the use of private cars. Public transport provision is addressed in the revised Municipal Plan with plans for its strengthening via cooperation with the larger Reykjavik area in the Borgarlínan project. Kópavogur must also provide opportunities for waste reduction and recycling within the Reykjavik capital area and functional urban area (FUA). The municipal association SORPA is further working on a strengthened waste management and biogas production through the recent Gaja biogas and composting plant.
- **Use the SDGs as a tool for "public service motivation" and attract new staff to services such as pre-school education and social services**. Connecting work in the municipality with a wider purpose can help to motivate public employees, while further attracting purpose-driven individuals to these less financially competitive jobs and increase the quality of education and social services.
- **Create a Task Force at the national level to strengthen the vertical co-ordination of the SDGs**. Improving co-ordination across levels of government and fully exploiting existing mechanisms can help avoid duplicities and overlapping actions aimed at supporting the implementation of the SDGs. The ultimate objective of the Task Force should be to have a common national SDGs policy that each level of government should take forward according to its responsibilities and competencies. This Task Force should build on the informal dialogue taking place among key local and national stakeholders and in the forum created by the Icelandic Association of Local Authorities. It could be comprised of the Ministry of Transport and Local Governments, the Inter-Ministerial Working Group on SDGs, Statistics Iceland and the Icelandic Association of Local Authorities.
- **Use the SDGs as a budgeting tool to prioritise resources allocated to the strategic plans supporting the implementation of the local strategy**. The SDGs can help to provide a budgeting tool to prioritise resources for the 2030 Agenda as a holistic framework within the various departments of the local administration. In particular, as implementation moves ahead according to the thematic areas of the strategic plans, the allocation of financial resources can be linked to key SDG targets under the actions plans rather than through siloed departmental tasks.
- **Use the management and information system Nightingale as a tool for policy dialogue and planning**. The Nightingale data platform and software can be used to bring stakeholders together to discuss key strengths and weaknesses of the municipality and shine light on synergies and trade-offs between the goals to ensure policy choices match policy objectives.
- **Combine the technical, top-down approach taken to prioritise the SDGs with more inclusive, bottom-up processes in the implementation phase of Kópavogur's strategy**. Planning the next stages through the policy committees is a step towards a more participatory approach, linking the administration and elected representatives when planning for implementation of the strategy. The online engagement tools that were developed by the municipality and put to use in September 2019 are also signs of strengthened efforts to increase ownership on the SDGs and mobilise support for its implementation by local stakeholders.

- **Use the SDGs as a tool to leverage private sector contributions towards achieving the goals**. Public procurement and public-private partnerships can help to structure the private sector contribution towards the SDGs, stimulating innovative business ideas to solve SDG-related challenges. The first steps by Kópavogur's Marketing Office (*Markaðsstofa Kópavogs*, MK), including the development of a memorandum of understanding for local businesses around the SDGs, is a good starting point. Festa, the national umbrella organisation promoting corporate social responsibility (CSR) and sustainability in Iceland, could support such an initiative, connecting the local business community of Kópavogur to the Icelandic networks. Companies can also learn from each other's best practices and provide solutions to key issues in Kópavogur, such as reduced individual car dependence by single individuals via carpools or car-sharing schemes among staff for example.

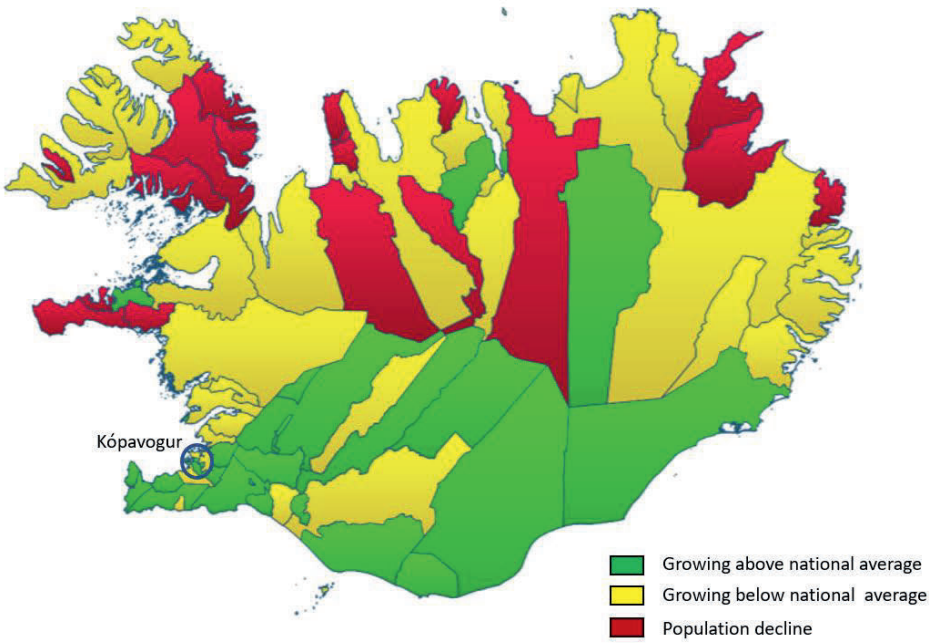
1 A data-driven approach to localising the SDGs in Kópavogur, Iceland

Kópavogur has grown rapidly in the last decade and became the second most populated municipality in Iceland. The municipality's commitment to the Sustainable Development Goals (SDGs) was formalised in 2018, with the prioritisation of 15 SDGs and 36 targets to form the backbone of the 5-year local strategy. This strategy aims to break a tradition of sector-based planning and shift towards strategic plans embracing climate change, environment and transport, public health, children and families, public services and participatory democracy. The priority goals and targets were informed by key investments in data-driven policymaking and will be carefully monitored as part of the municipality's strong focus on public sector efficiency and transparency.

Kópavogur: A fast-growing municipality in the capital region of Iceland

Established in 1955, the municipality of Kópavogur has grown rapidly and is now Iceland's second-largest municipality in terms of population size. In 2000, Kópavogur counted 22 693 inhabitants rising to 37 959 in 2020, representing around 10% of the total population of Iceland, where only 10 out of 72 municipalities have over 5 000 inhabitants (Statistics Iceland, 2020[1]). Kópavogur is situated in the capital region in the southwest part of the country, where most of the country's population is concentrated. Notably, 64% of Iceland's population lives in the Greater Reykjavik capital region[1] (Statistics Iceland, 2020[1]). Most municipalities in the south and southwest of Iceland have seen a further increase above the national average of 1.9% between 2014 and 2019, whereas population decline has been observed in many northern parts of the country (Figure 1.1) (Statistics Iceland, 2019[2]).

Figure 1.1. Population growth by municipality in Iceland, 2014-19



Source: OECD elaboration based on Statistics Iceland (2019[2]), "Population development 2018", http://hagstofan.s3.amazonaws.com/media/public/2019/e33d2cb3-2b74-4835-b326-0d5ea3926918.pdf.

The local unemployment rate in Kópavogur is at a low 2.16% and is even lower for youth at 1.3%. The municipality also has a strong jobs-to-housing ratio: 1.3 jobs are available per dwelling unit, pointing to high demand for workers in relation to the number of local residents (Municipality of Kópavogur, 2018[3]; WCCD, 2018[4]). Rapid expansion represents an ongoing challenge for the municipality in terms of housing and service provision, with the average waiting time for social housing being 29 months in 2017[2] (SPP, 2019[5]) and there is a shortage of teachers experienced in the municipality.

Kópavogur is expanding as an attractive business location, strategically located in the capital region. One of Iceland's largest companies and commercial banks, *Íslandsbanki*, established its headquarters in Kópavogur in 2016, providing workspace for 600 employees. Its location in the North Tower of the Smáralind shopping centre in Kópavogur, the biggest shopping centre in Iceland that has further been certified as the first BREEAM In-Use[3] eco-certified building in the country, reflects the growth of the capital

region of Reykjavik, where Kópavogur is becoming a central location. Over 70% of newly registered companies in Iceland were located in the capital region between 1999 and 2019 (Statistics Iceland, 2020[6]).

While Kópavogur's overall favourable socioeconomic conditions reflect Iceland's context as the fastest growing economy among OECD countries in the mid-2010s, significant challenges are on the short-term horizon. In 2016, Iceland's economic growth rate was 7.2%, with living standards higher than before the 2008 financial crisis (OECD, 2017[7]), whereas a recent downturn in 2019, leading to an estimated growth rate of 0.2%, revealed structural weaknesses of the economy, which relies heavily on tourism and seafood exports and is thus vulnerable to export shocks (OECD, 2019[8]).

Bureaucratic hurdles to start new businesses in Iceland may further unnecessarily hinder business growth in the municipality. The regulatory burden for new businesses and foreign investment has been identified by the OECD as barriers to potential productivity gains and competitiveness in Iceland (OECD, 2019[8]). For Kópavogur, compared to other ISO-certified municipalities in Central and Eastern Europe, such as the Hague in the Netherlands or Kielce in Poland, the number of businesses per 100 000 inhabitants is at a low 5 384, compared to 9 285 and 11 913 respectively (Municipality of Kópavogur/WCCD, 2019[9]).

Other key elements, including modern sports facilities and childcare services, provide for the wellbeing of Kópavogur's local residents. These include two indoor major sports arenas and two swimming pool facilities, as well as schools with sports facilities and kindergartens. A survey made for the municipality shows that 82.8% of parents think that pre-school services are providing good care and education for their children and parent satisfaction with elementary school services is 93.4% (SPP, 2019[5]).

On the other hand, the growing population of Kópavogur puts additional pressure on key social services. The provision of affordable housing and special housing for the disabled were identified as areas for improvement in the Social Progress Portrait (SPP) carried out for the municipality in 2018 and 2019. Other identified challenges included reducing gender-based wage differences and differences in terms of higher education outcomes: 32% of men aged 25-34 in Kópavogur have university-level education compared to 51% of women, while women's median salaries represented only 78% of those of men in 2018 (SPP, 2019[5])

Voter turnout in Kópavogur, a key indicator for civic engagement in the OECD regional wellbeing framework, was 63.4% in the last local elections in 2018 (Municipality of Kópavogur/WCCD, 2019[9]). This is slightly higher than estimates by Statistics Iceland for municipalities of a similar size. The statistical category in which Kópavogur belongs (10 000-99 999 inhabitants) had the lowest average participation rate: 60.1% compared to the national average of 67.6% (Statistics Iceland, 2018[10]).

The SDGs as a tool for public sector efficiency and data-driven policymaking

A local strategy aligned with national and international agendas

In September 2018, following the participation by the mayor and other local representatives in the United Nations (UN) High-Level Political Forum in New York, the SDGs were formally embraced as part of Kópavogur's five-year local strategy. Kópavogur was the first municipality in Iceland to mainstream the SDGs in its local strategy, building on their identification as goalposts for the municipality as early as 2016. In 2020, 15 SDGs and 36 targets were prioritised in the local strategy of Kópavogur, based on a review of the 65 priority targets by the Icelandic national government (excluding goals, such as international co-operation, where the national government has the main competencies) and using the 92 targets identified as important for local governments by United Cities and Local Governments (UCLG) to guide the prioritisation (Figure 1.2) (UCLG, 2016[11]). Six context-specific targets relevant for Kópavogur were added based on ongoing commitments by the municipality, such as the UN Convention on the Rights of the Child (CRC) and the participatory budget platform OKKAR Kópavogur[4] (see Annex 1.A for a detailed list of priority targets).

Figure 1.2. Prioritisation process of the SDG targets for Kópavogur's local strategy

Source: Municipality of Kópavogur (2018[3]), *Sustainable Kópavogur*, https://www.kopavogur.is/sdg (accessed on 15 December 2019).

Kópavogur's local strategy provides the overarching framework for the work of the municipality. One of the key goals of the strategy is to simplify, co-ordinate and "set the tone" for other plans and policies implemented in Kópavogur. A Steering Group composed of the mayor and all heads of department from the local administration (environment, education, social services and administration) oversees the implementation of the strategy, led by the deputy mayor (heading the administration department) and supported by the administration's project manager of strategy heading the project group with representatives from all departments. The next step in the implementation is to develop the strategic plans covering the thematic areas of: climate change, environment and transport, public health, children and families, public service and participatory democracy (see further below for section on institutionalising the SDGs in the local administration).

Box 1.1. Why a territorial approach to the SDGs?

The 2030 Agenda was not designed specifically for cities and regions, which nevertheless play a crucial role in achieving the SDGs. The OECD estimates that at least 105 of the 169 targets underlying the 17 SDGs will not be reached without proper engagement and co-ordination with local and regional governments as cities and regions have core responsibilities that are central to sustainable development and wellbeing (e.g. water services, housing or transport). They also discharge a significant share of public investment (60% in OECD countries), which is critical to channel the required funding to meet the SDGs. Although the SDGs provide a global framework, the opportunities and challenges for sustainable development vary significantly across and within countries, regions and cities. However, they are also an integral part of the solution as the varying nature of sustainable development challenges, therefore, calls for place-based solutions tailored to territorial specificities, needs and capacities.

Place-based policies incorporate a set of co-ordinated actions specifically designed for a particular city or region, and stress the need to shift from a sectoral to a multi-sectoral approach, from one-size-fits-all to context-specific measures and from a top-down to a bottom-up approach to policymaking. Based on the idea of policy co-ordination across sectors and multi-level governance, whereby all levels of government and non-state actors should play a role in the policy process, they consider and analyse functional territories, build on the endogenous development potential of each territory and use a wide range of actions (OECD, 2019[12]).

The SDGs can help to advance conceptually the shift towards a new regional development paradigm and provide a framework to implement it because:

- The 2030 Agenda provides a long-term vision for strategies, and policies with a common milestone in 2030, while acknowledging that targeted action is needed in different places since their exposure to challenges and risk and their capacity to cope with them vary widely.
- The 17 interconnected SDGs cover the social, economic and environmental dimensions of sustainable development in a balanced way and allow policymakers to better address them concomitantly, building on the synergies and taking interlinkages into account.
- The interconnected SDG framework allows the promotion of policy complementarities and the management of trade-offs across goals.
- The SDGs allow to better implement the concept of functional territories, a common framework that neighbouring municipalities can use to strengthen collaborations and to co-ordinate actions.
- The SDGs can be used to promote multi-level governance and partnerships, including the engagement of various stakeholders in the policymaking process.

The OECD analytical framework for *A Territorial Approach to the SDGs*

The OECD has identified four critical megatrends influencing the achievement of the SDGs in cities and regions: i) demographic changes, in particular urbanisation, ageing and migration; ii) climate change and the need to transition to a low-carbon economy; iii) technological changes, such as digitalisation and the emergence of artificial intelligence; and iv) the geography of discontent. Building on that, the OECD has developed a framework for cities and regions to systematically think about the SDGs as a means to respond to global megatrends. The framework foresees three key areas, policies and strategies, actors and tools, for cities and regions to implement a territorial approach to the SDGs.

Policies and strategies

Regional policy aims to effectively address the diversity of economic, social, demographic, institutional and geographic conditions across cities and regions. It also ensures that sectoral policies are co-ordinated with each other and meet the specific needs of different regions, and provides the tools that traditional structural policies often lack in order to address region-specific factors that cause economic and social stagnation (OECD, 2019[12]). Cities and regions can use the SDGs as a means to shift from a sectoral to a multi-sectoral approach, both in the design and implementation of their policies. The SDGs can help to bring various departments of a local administration together to strengthen the collaboration in policy implementation.

Tools

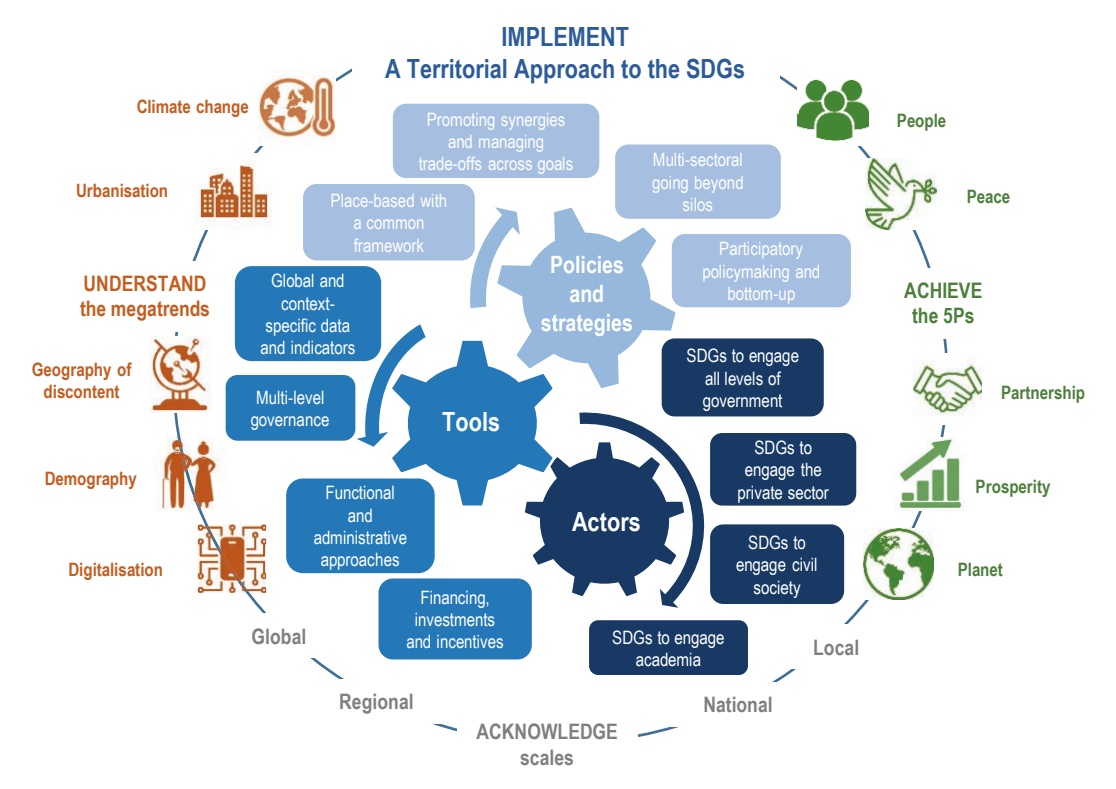
The effective implementation of a territorial approach to the SDGs implies the combined use of a variety of tools. These span from a solid multi-level governance system to global and context-specific data for evidence-based policies, from combining functional and administrative approaches to address territorial challenges and opportunities beyond borders to investment and incentives, in particular for the private sector. Multi-level governance represents a key tool to promote vertical – across levels of government – and horizontal – both within the government and between the government and other key stakeholders

– co-ordination. National governments can use the SDGs as a framework to promote policy coherence across levels of government, align priorities and rethink sustainable development through a bottom-up approach.

Key actors

Participatory policymaking and a bottom-up process are core elements of a territorial approach to the SDGs. Shifting from a top-down and hierarchical to a bottom-up and participatory approach to policymaking and implementation is key for the achievement of the SDGs. The 2030 Agenda requires a more transparent and inclusive model that involves public as well as non-state actors to co-design and jointly implement local development strategies and policies. The SDGs provide cities and regions with a tool to effectively engage in multi-stakeholder dialogues with actors from the private sector, civil society, as well as schools and academia.

Figure 1.3. The OECD analytical framework for *A Territorial Approach to the SDGs*



Source: OECD (2020[13]), *A Territorial Approach to the Sustainable Development Goals: Synthesis Report*, https://doi.org/10.1787/e86fa715-en.

A data-driven approach to strategy design, policy integration and efficiency

The "Kópavogur model" for new public management

Resulting from the backdrop of reduced public spending following the financial crisis in 2008, the local administration in Kópavogur puts a strong emphasis on using its resources efficiently and transparently. Inspired by an example from the State of Texas, United States, in particular with regards to using strategic planning and budgeting to ensure efficient use of public resources, the "Kópavogur model" translates its mission, vision and values into concrete action plans with key performance indicators and regular monitoring. Going forward, these indicators are expected to be partly linked to the yearly budget of the municipality (Box 1.2 and Figure 1.4). Putting in place the Kópavogur model reflects the municipality's commitment to accountability and transparency, a trend visible in many advanced economies since the 1990s, whereby notions such as the "new public management" and "new public sector" imply that government departments and local authorities are increasingly obliged to prove their effectiveness in delivering public services (Brignall and Modell, 2000[14]).

Box 1.2. The mission, vision and values of Kópavogur's holistic local strategy

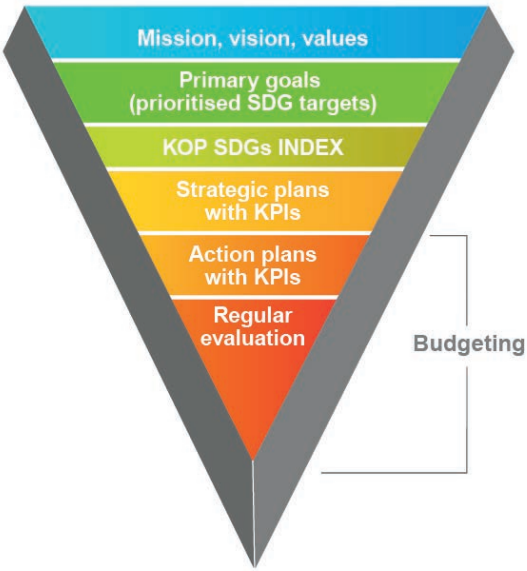
Kópavogur's strategy is based on a mission statement, vision and values that guide the actions of the municipality. These are communicated through the municipality's website:

- **Mission statement**: The mission statement of Kópavogur is to ensure the quality of life of residents, with good and diverse services. The town's basic principles aim for everyone to have the opportunity to make an impact. Kópavogur places emphasis on a high quality of life for all residents, efficient and responsible operations as well as a strong business community.
- **Vision**: Kópavogur is a town that provides quality services and is a sought-after place to live and work. Kópavogur town is an urban community closely linked to nature, shown by the town's commitment to environmental and social responsibility. In Kópavogur, there are first-class schools and careful attention is paid to the well-being, health and welfare of residents of all ages. Kópavogur is a community based on democratic decisions, where the inhabitants influence their own affairs. Emphasis is placed on sustainability and efficiency; Kópavogur is also at the forefront of innovation and resorts to technological innovations in its operations.
- **Values**: Kópavogur employees and elected representatives represent the residents and work for and on their behalf. They argue that when making decisions, it should be borne in mind that the power comes from the residents of the town and that those who wield it do so only on behalf of the inhabitants.
  Kópavogur's values are: Compassion, Progress, Respect and Honesty.

Source: Municipality of Kópavogur (2018[3]), *Sustainable Kópavogur*, https://www.kopavogur.is/sdg (accessed on 15 December 2019).

Another crucial aspect of Kópavogur's local strategy is its aim to break policy silos, using the SDGs and their targets as a platform to explore synergies between the interconnected goals. This constitutes a new way of working for the municipality, where there is no prior tradition of developing holistic strategies but rather separate visions for each policy sector. Many existing strategies only have subjective goals disconnected from action plans, performance measures or the budget process. In this regard, the Steering Group for implementation of the local strategy encountered resistance for moving away from a sector-based planning approach – the existing status quo – towards the strategic model proposed around the priority SDGs.

Figure 1.4. The Kópavogur model for implementing the SDGs



Note: KPI: Key performance indicator.
Source: Municipality of Kópavogur (2019[15]), *Presentation given during the OECD fact-finding mission by Kópavogur's Administration Department, February 2019.*

Investing in data-driven policymaking: Four key efforts

In line with the strategic planning and monitoring model put in place by the Kópavogur local administration, the municipality has also invested in strengthening data-driven policymaking. This investment consists of four main efforts: i) a localised version of the Social Progress Index (SPI); ii) the ISO standard for sustainable development of communities; iii) the Nightingale management and information system designed to track progress against key indicators; and iv) the Child-Friendly City Dashboard. In 2017, together with the local partner Social Progress Imperative in Iceland, Cognitio, Kópavogur started to work on localising the Social Progress Index (SPI) and adapted it to the municipal level. The SPI is based on a large body of research on moving "beyond GDP" and identifies social and environmental aspects of progress. The SPI framework is based on three dimensions: basic human needs; the foundations of wellbeing; and opportunity. Under these 3 dimensions, there are 12 components, with 3 to 7 indicators identified for each component. The result of this effort was a local "Social Progress Portrait" (SPP), showing how the municipality performs in relation to the SPI. The SPP laid the first foundations for the local strategy priorities in Kópavogur and was conducted again in 2019.

The SPP allows Kópavogur to identify key strengths and weaknesses according to "stretch goals", reflecting a high level of ambition based on an advanced starting point in terms of social progress. This is relevant for Kópavogur since Iceland is one of the top performing countries worldwide on the Global Social Progress Index and thus needs to set more ambitious goals compared to countries with less favourable starting conditions[5] (SPI Iceland c/o Cognitio, 2018[16]). In order to create the SPP, 56 context-specific indicators were defined and selected by a team of experts from Kópavogur, in part through a citizen's survey. With regards to the SDGs, an updated mapping between the SPP and the SDGs in Kópavogur shows that the three dimensions of the SPP capture outcomes related to all 17 SDGs (SPP, 2019[5]). The data collected to create the SPP can thus be used, to some extent, to assess progress towards the SDGs at the local level[6].

As the second part of its data-driven efforts, in early 2019, Kópavogur successfully submitted data and relevant supporting documents to meet the ISO 37120 standard for sustainable development of communities. ISO 37120 is the first ISO standard developed for communities by the World Council on City Data (WCCD). Kópavogur was awarded the "Platinum" certification (the highest certification level available) demonstrating a strong capacity to deliver high-quality data. At the time of Kópavogur's certification, the ISO standard covered 17 themes and 100 key performance indicators (KPIs) based on globally agreed standardised definitions and methodologies tested by over 250 cities worldwide.[7] ISO-certified cities report their data to the WCCD on an annual basis, which are independently verified by third-party auditors.

The ISO 37120 data compiled by Kópavogur includes data on 97 KPIs that will help the municipality to track its sustainability performance, including against the SDGs. ISO 37120 further allows Kópavogur to compare itself to other certified cities around the world. WCCD has carried out a mapping of the ISO 37120 indicators against the SDGs both at the goal and target levels, showing that ISO 37120 indicators can be mapped to all the SDGs. In their comprehensive mapping exercise, a narrative for each SDG explains the rationale behind the indicators mapped to the specific SDGs, as well as technical notes on data gaps and work in progress to develop new indicators (see WCCD (2018[4]). The ISO indicators for Kópavogur will be linked to the prioritised SDGs and targets through the management and information system Nightingale and have been used to compare Kópavogur's performance against the OECD localised indicator framework to measure cities' and regions' progress on the SDGs (see Chapter 2). The municipality further established a close working relationship with the WCCD, with the shared goal of improving local level indicators for the SDGs, in Iceland and internationally.

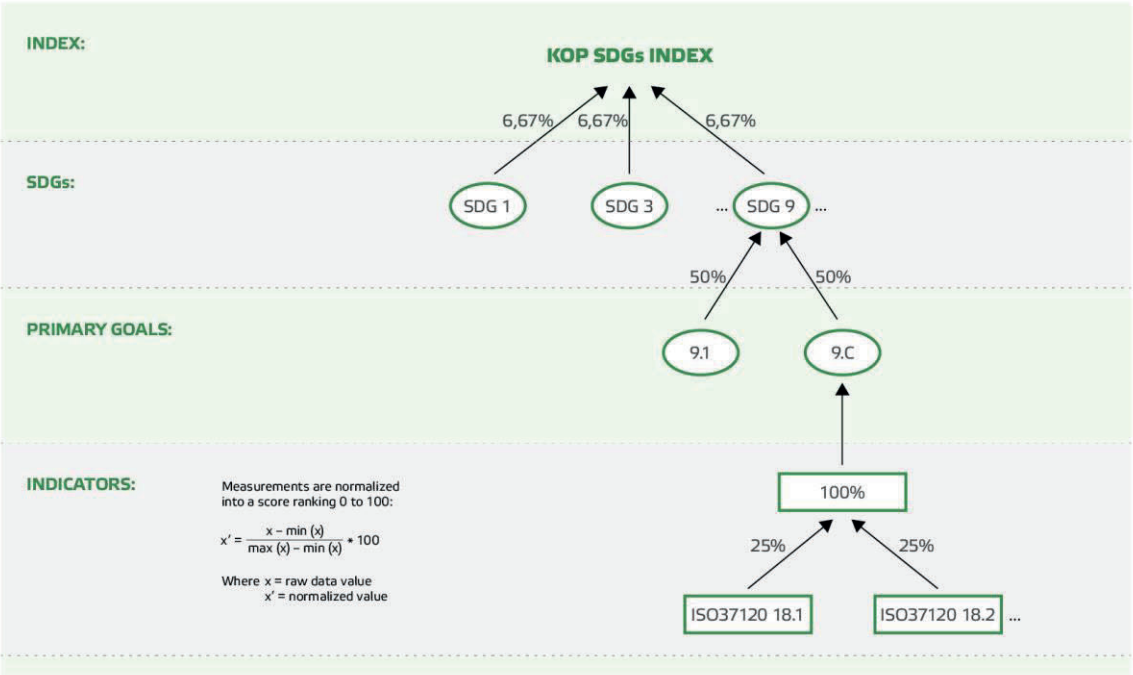
The Nightingale management and information system

To make the data efforts of Kópavogur actionable, the IT office has developed an innovative management and information system where all local databases are integrated into one data warehouse. The data warehouse has been developed over the past few years and incorporates around 50 different data systems, including service data from schools and kindergartens, building inspections data, human resources indicators, among others. The main function of the information system, called Nightingale (*MÆLKÓ* in Icelandic), is to link performance indicators for municipal tasks with prioritised targets and the SDGs. The system will further support automatic updates of measurements to keep track of progress against the goals.

Kópavogur plans to use the Nightingale system to calculate a composite SDGs index for the municipality. This will help to estimate Kópavogur´s contribution to the SDGs and help visualise progress in a simple way. Through strategic plans supporting the prioritised SDGs in the local strategy, Nightingale will link prioritised initiatives, measurable objectives and related action plans to the local administration's specific projects and programmes. The Nightingale software is being developed as an open source project with the intention to make it available for other municipalities to use. The first step in that direction is a co-operation with the Ministry of Social Affairs, allowing other municipalities in Iceland to use the Child-Friendly City Dashboard developed through Nightingale that tracks advanced indicators related to the well-being of children (see Box 1.3). Nevertheless, data privacy constitutes a key challenge continuously faced in this process, which is a common issue in Iceland due to the small size of many municipalities.

The Nightingale system will start operating along with the implementation of the local strategy once the strategic plans have been fully developed and adopted by the city council. Figure 1.5 illustrates how the ISO 37120 indicators will be linked to the SDGs, including in the development of a composite index. The methodology for assigning the weights of the SDG index is, as of mid-2020, work in progress.

Figure 1.5. Planned calculation of an SDGs index through the Nightingale system



Note: The assigning of weights in the SDGs index is, as of mid-2020, work in progress. The figure is for illustrative purpose. ISO 37120 in the figure include: ISO 37120.18.1 Internet connections per 100 000 inhabitants; and ISO37120.18.2 Cell phone connections per 100 000 inhabitants.
Source: Municipality of Kópavogur (2019[17]), *Presentation given by the Municipality of Kópavogur during the second OECD mission, September 2019*.

Box 1.3. A Child-Friendly City Dashboard

Various self-reported data and other indicators on child health have been collected for several years in Iceland; however, the use of the data for policymaking could be improved. To address this, Kópavogur, UNICEF Iceland and the Ministry of Social Affairs have developed a Child-Friendly City Dashboard, looking at children's quality of life holistically. The dashboard is based on the core principles of the Convention on the Rights of the Child (CRC): namely education; health; protection; equity; and social participation (called "dimensions" in the dashboard). As Kópavogur is a high-income municipality, the basic indicators often used in international comparison do not tell the whole story for children in high-income settings (such as child mortality, which is very low in Iceland). Several new indicators have therefore been included in the dashboard to give a better picture of children's quality of life in the context of high-income settings. These are for example indicators related to mental health and the opportunities children have to influence decision-making, as well as measures related to equal access, which are often related to financial constraints and social equity. The dashboard provides an index for children's quality of life in Kópavogur overall as well as indices for all five above-mentioned dimensions.

Source: Municipality of Kópavogur (2018[3]), *Sustainable Kópavogur*, https://www.kopavogur.is/sdg (accessed on 15 December 2019).

Institutionalising the SDGs in the local administration

A Steering Group headed by the deputy mayor and led by the project manager of strategy co-ordinates the development of strategic plans and related action plans, through collaboration between the administrative departments and the policy committees with representatives elected by the municipal council members for their respective political parties. The thematic areas for the strategic plans are: climate change, the environment and transport; public health; children and families; public services; and participatory democracy. A project group including two specialists from each department, led by the project manager of strategy, co-ordinates the practical steps taken by each department towards the implementation of the strategic priorities of the local strategy. This integrated way of working is new to the municipality, which has so far been following the tradition of sector-based planning. Therefore, in the preparations leading up to the strategy being adopted, the project group started to work with internal awareness-raising activities on the SDGs, explaining how the goals and targets relate to the policy areas of the different departments. Informational and participatory meetings were held with staff members and supervisors of each division within Kópavogur's institutions, using an ongoing informational platform (Workplace) to continue these efforts.

The SDGs are considered a useful framework for the municipality to prioritise its efforts across policy domains and have helped to identify policy blind spots in the municipality. For example, SDG target 16.7 "Ensure responsive, inclusive, participatory and representative decision-making at all levels" was an area of improvement identified using the framework. Consequently, one new staff fully dedicated to public participatory democracy has been recruited, tasked for example with updating the municipality's tools for online participation among local citizens. This was identified as an effective way to engage with stakeholders, considering the difficulty experienced with attracting local residents to physical meetings. In the autumn of 2019, 2 online participatory portals were opened for both the residents and staff members of Kópavogur to consult them on what the municipality should emphasise within each of the 36 SDG targets, and whether they would like to add or delete any goals. Kópavogur also opened a participatory portal to gather residents' views on the annual budget, the Convention on the Rights of the Child (CRC) and OKKAR Kópavogur, which allows residents to directly allocate funding for certain projects.

The revision of the Municipal Plan for Kópavogur is also being done in accordance with Kópavogur's new strategy and its 36 priority SDG targets. The Municipal plan, which guides municipal planning from 2019 to beyond 2031, is under the responsibility of the Environmental Department, which looks after the municipal planning, building permissions, construction and infrastructure in Kópavogur. The revision, which started in 2018 and for which approval is set for autumn 2020, is based on a materiality assessment and involved a bottom-up participatory process where several SDGs workshops were held with diverse stakeholders, both internal and external. The main results of the materiality assessment were that SDG 11 and SDG 13 are the goals upon which the municipal plan is considered to have the most impact. The results are based on the stakeholders' view on where the municipal plan can have the most impact on sustainability and thus the SDGs in Kópavogur, and the prioritisation of the most important actions in Kópavogur. The focus of the municipal plan is to enhance inclusive and sustainable urbanisation by increasing densification and ensuring access to sustainable transport modes and open green spaces.

It was important for the Planning and Building Office of the Environmental Department in Kópavogur to further address climate, landscape and public health in relation to the National Planning Strategy. To ensure the implementation of the SDGs, the department has started to map ongoing projects with the SDGs and set priorities based on the results of the materiality assessment. Furthermore, indicators have been specified so that the department can measure and track progress against the SDGs. The department also collaborates with neighbouring municipalities to address issues that require larger-scale intervention, such as waste management and public transport. The Youth Working Summer School is an Environmental Department programme that is starting to incorporate the SDGs. Since 2019, the summer school has

engaged around 900 youths per year aged 13-17, informing them about the SDGs while fostering actions against the use of plastics for example.

Accounting for around 69% of the annual municipal budget, the Department of Education plays an active role in supporting schools in Kópavogur to mainstream the SDGs in their teaching and learning. In April 2020, the department received a European Union (EU) grant for a project focusing on educating managers and key staff in the implementation of the SDGs and sustainability in Kópavogur. Yet, one challenge faced by the department is a shortage of teachers, especially in pre-schools. The education department is thus trying to attract more people to the profession and has further improved the collaboration with other sectors in recent years, especially when it comes to supporting children with special educational needs together alongside the Department of Social Services.

Box 1.4. The SDGs in Kópavogur's schools

Salaskóli is one of nine schools in Kópavogur that provide education from Years 1 to 10. In 2018, the school principal decided to revise the curriculum for all Years and base it on the SDGs (in Iceland, schools have significant autonomy on curriculum decisions). In line with the school's open learning environment, learning about SDGs also involves practical exercises. For example, all students are to work collaboratively with organisations such as UNICEF or the Red Cross to create small projects focused on the SDGs. The SDGs are also used to stimulate creativity and group work, such as designing objects using recycled materials. An upcoming ambition is to start collaborating with schools abroad. Finally, the students of Salaskóli have joined the global School Strikes for Climate, acting as agents of change in the wider society. Prior to the curriculum revision, the school started working on the SDGs with the UN Association of Iceland while working on becoming a UNESCO school.

Another school, Smáraskóli, has also started to raise awareness of SDGs 6 and 14 by letting students swim in a pool filled with plastic to experience the issue of sea pollution. The Kópavogur school band developed a music programme with related slides based on the SDGs and climate issues, and held well-attended concerts in 2019.

Source: Municipality of Kópavogur (2018[3]), *Sustainable Kópavogur*, https://www.kopavogur.is/sdg (accessed on 15 December 2019).

In 2011, the Department of Social Services was assigned a new responsibility to provide services for people with disabilities, as was the case for all Icelandic municipalities that same year. The department tries to use new technologies to attract people to the profession and to ensure quality services. For example, a new 2020 trial project is to use DigiRehab to design individual exercise programmes for the elderly in their home. It also collaborates with other departments and services to deliver better results. Overall, the Social Services Department and the Department of Education had around 20 co-operative programmes ongoing in 2019 for the welfare of children, young people and the elderly. This coincides with new strategic plans under development in Kópavogur.

Other existing priorities in Kópavogur are the Public Health Policy and the UN CRC, the latter being legally binding in Iceland. The implementation of these is advanced when it comes to connecting the SDGs. By way of illustration, the Public Health Policy priority "Creating an environment that promotes physical and outdoor activities" is linked to SDG target 12.2 on the sustainable use of natural resources and the CRC section stating that the education of the child should be directed to the development of respect for the environment. This priority area includes measures such as increasing access to places where local citizens can grow their own vegetables. Second, the Public Health Policy objective to "Promote healthy eating" links to SDG target 3.4 on preventing non-communicable diseases and promoting mental health and well-being. The corresponding CRC text refers to combating disease and malnutrition and the right of the child to life and the enjoyment of the "highest attainable standard of health".

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Notes

[1] The Reykjavik capital area includes seven municipalities according to the classification by Statistics Iceland: Garðabær, Hafnarfjörður, Kjósarhreppur, Kópavogur, Mosfellsbær, Reykjavík and Seltjarnarnes. This is different from the Reykjavik functional urban area (FUA), which includes 21 municipalities. See Chapter 2 for a comparison between the capital region and the FUA.

[2] The "ideal" value for the waiting time is 12 months in the localised Social Progress Index (Social Progress Portrait) of 2018, set without any available benchmark for Iceland that year. In the 2019 version of the Social Progress Portraits for Icelandic Municipalities, the 29 months recorded for Kópavogur are compared to two other municipalities for which the SPP was carried out (see: (SPP, 2019[5])).

[3] BREEAM In-Use is an environmental assessment method that enables property investors, owners, managers and occupiers to determine and drive sustainable improvements in the operational performance of their buildings. It provides sustainability benchmarking and assurance for all building types. See: https://www.breeam.com/discover/technical-standards/breeam-in-use/.

[4] Platform providing residents with small-scale funding to maintain and improve different areas of the municipality.

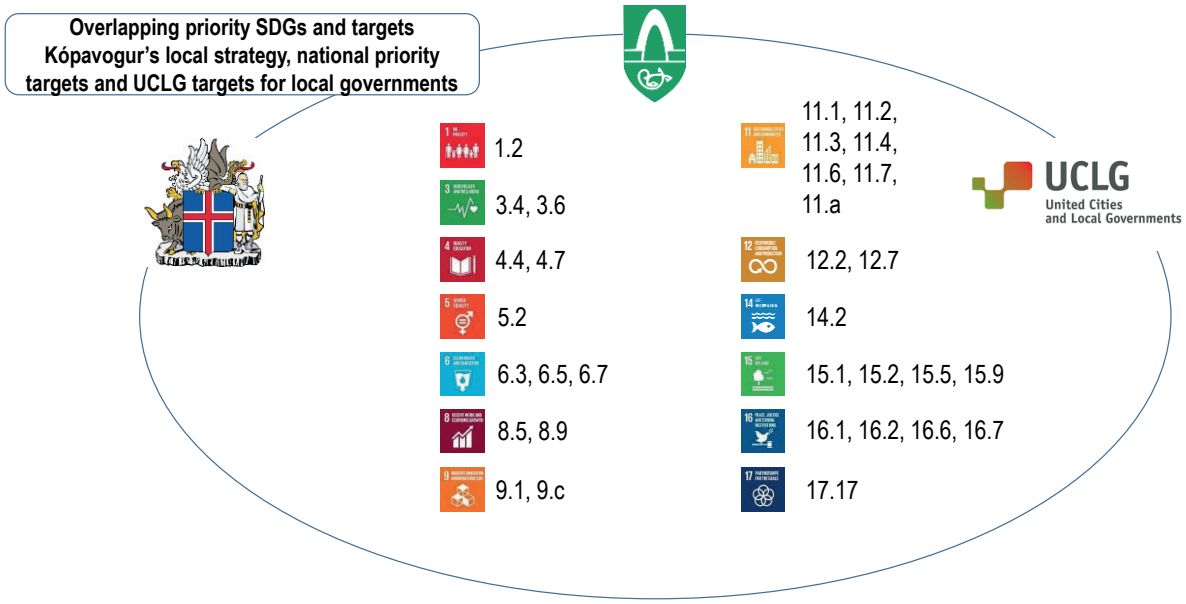
[5] In 2019, Iceland ranked 6th among 149 countries for which the SPI was calculated. In 2018, it was second out of 146 countries and in 2017, third out of 128 countries.

[6] Some links, like those between the SPI Shelter component of Basic human needs and SDG 3, were rather indirect. The SPI Shelter component covers indicators related to housing costs, the provision of social housing and housing for disabled persons, whereas SDG 3 focus primarily on health indicators. This focus is based on the reasoning that inadequate housing can affect health conditions.

[7] In the revised standard, there will be 104 indicators.

Annex 1.A. Prioritised SDG targets in the local strategy of Kópavogur, Iceland

Annex Figure 1.A.1. Mapping between priority SDGs and targets in Kópavogur's local strategy, national priority targets and United Cities and Local Governments (UCLG) targets for local governments



Note: Icelandic National Targets prioritised by the Inter-Ministerial Working Group, UCLG targets are from the UCLG report (2016[11]).
Source: OECD elaboration

2 Sustainable development challenges and opportunities in Kópavogur, Iceland

Kópavogur shows positive results across many people-related Sustainable Development Goals (SDGs), including socioeconomic indicators such as unemployment, education and health-related outcomes. Yet, some key challenges remain to be addressed in order not to slow down progress towards meeting SDG 12 for example, given the municipality's higher-than-OECD-average waste per capita and rate of private car ownership. These findings further point to the importance of looking beyond municipal administrative borders when striving towards reaching the SDGs, since issues such as public transport and waste management can rarely be tackled efficiently by a single municipality. Applying a functional lens can help Kópavogur to seize further opportunities for cross-municipal co-operation for a holistic approach to the SDGs within both the Reykjavík capital region and larger metropolitan area, especially when addressing climate change and waste issues.

Measuring the distance to the SDGs in Kópavogur, Iceland

Kópavogur's performance in an OECD context

Regional and city governments need to know where they stand today with respect to the SDGs in order to achieve the 2030 Agenda. Data and evidence regarding their "distance" to the SDGs is crucial for local governments to redefine priorities, build strategies and redirect actions towards the achievement of the SDGs (OECD, 2020[1]). As outlined in Chapter 1, Kópavogur is well advanced when it comes to measuring its sustainability performance and already counts with several key performance indicators to assess its operational efficiency and contribution to the SDGs. Yet, as this chapter illustrates, some indicators require zooming out to a larger geographic scale and considering Kópavogur as part of the capital region and metropolitan area of Reykjavík (Box 2.1). For instance, issues like waste management, public transport or access to some healthcare services span across administrative borders, particularly considering the context of Iceland and its small-size municipalities (only 10 municipalities have more than 10 000 inhabitants).

Building on the OECD localised indicator framework for the SDGs, this section provides a first overview of the performance of Kópavogur compared to around 400 OECD regions.[1] The structure of the section follows the five critical dimensions or "Ps" of the 2030 Agenda: People, Prosperity, Planet, Peace and Partnerships. The five critical Ps correspond to groups of specific SDGs: the dimension for People refers to Goals 1 to 5; Planet encompasses Goals 6, 12, 13, 14 and 15; Prosperity refers to Goals 7 to 11; Peace to Goal 16; and Partnerships to Goal 17. The data provided in the section is based on a selection of 13 indicators that are part of the OECD localised indicator framework for the SDGs and an additional 31 municipality-specific ISO indicators.

Figure 2.1. The 17 Sustainable Development Goals

Source: UN (2020[2]), *Sustainable Development Goals*, https://sustainabledevelopment.un.org/?menu=1300.

Box 2.1. Definition of functional urban areas (FUA)

The OECD and the European Commission have jointly developed a methodology to define FUAs in a consistent way across countries. Using population density and travel-to-work flows, an FUA consists of a densely inhabited city and of a surrounding area (commuting zone) whose labour market is highly integrated with the city. The ultimate aim of the OECD-EC approach to FUAs is to create a harmonised definition of cities and their areas of influence for international comparisons as well as for policy analysis on topics related to urban development. In that context, a city is defined as a local administrative unit (i.e. European country local administrative units (LAUs), such as municipalities, local authorities, etc.) where at least 50% of its population lives in an urban centre.

An urban centre is defined as a cluster of contiguous grid cells of 1 km^2 with a density of at least 1 500 inhabitants per km^2 and a population of at least 50 000 inhabitants overall. Urban centres are defined using the population grid from the Global Human Settlement Layer database, referred to circa 2015. The commuting zone is composed of the local administrative units for which at least 15% of their workforce commute to the city. Commuting zones of the functional areas are identified based on commuting data (travel from home to work). Commuting data are also used to define whether more than one city shares the same commuting zone in a single polycentric FUA.

Iceland: A functional urban area larger than the capital region

In Iceland, there is only one FUA that corresponds to the above definition, namely that of Reykjavík. The Reykjavík FUA includes 21 municipalities, while the capital region or "Greater Reykjavík area" used by Statistics Iceland includes only 7. The figure below shows how the FUA and capital region overlap.

Table 2.1. Municipalities in the capital region and FUA of Reykjavík

Reykjavík FUA	Capital region
Akraneskaupstadur	Reykjavík
Blaskogabyggd	Kopavogsbaer (Kópavogur)
Borgarbyggd	Hafnarfjörður
Floahreppur	Garðabær
Garðabær	Mosfellsbær
Grimsnes- og Grafningshreppur	Seltjarnarnes
Grindavikurbaer	Kjósarhreppur
Hafnarfjörður	
Hvalfjardarsveit	
Kjósarhreppur	
Kopavogsbaer (Kópavogur)	
Mosfellsbær,	
Reykjanesbaer	
Reykjavík	
Sandgerdisbaer	
Seltjarnarnes,	
Skorradalshreppur	
Sveitarfelagid Arborg	
Sveitarfelagid Gardur	
Sveitarfelagid Olfus	
Sveitarfelagid Vogar	

Source: OECD (2019[3]), *Functional Urban Areas: Iceland*, http://www.oecd.org/cfe/regional-policy/Iceland.pdf.

Overall, Kópavogur exhibits very positive results across the SDGs related to jobs, health, education, safety and clean energy. However, some challenges are still present in terms of responsible consumption. Key strengths relate particularly with its low unemployment rates (SDG 8), 100% of the municipality's energy consumption coming from renewable energy sources (SDG 7) and no homicides recorded in 2017 (SDG 16). In these areas, the municipality outperforms nearly all other OECD regions**.** Further strengths of Kópavogur are its low infant and traffic-related mortality rates (SDG 3) and the share of higher education degrees in the population (SDG 4). Key areas of improvement relate to SDG 12, where Kópavogur is lagging behind the majority of OECD regions, notably due to its elevated municipal waste rate and number of motor road vehicles per 100 people. The municipality further shows some below-average performance regarding a few health-related indicators, such as a relatively low number of hospital beds and active physicians per inhabitant compared to the OECD average (SDG 3), which must, however, be viewed in light of its geographic proximity to the capital Reykjavík. Following the section's outlining of the municipality's performance against the five Ps, an analysis of Kópavogur is provided through the lens of the capital region and functional urban area (FUA) of Reykjavík. It highlights the need to look beyond municipal borders and take an integrated approach to the SDGs in order to take into account synergies and trade-offs, such as between addressing climate change (SDG 13), sustainable cities and communities (SDG 11), sustainable consumption and production patterns (SDG 12) and social inequalities (SDG 10) for example.

People: Kópavogur performs well on most education and health indicators and over half of the city government's elected representatives are women

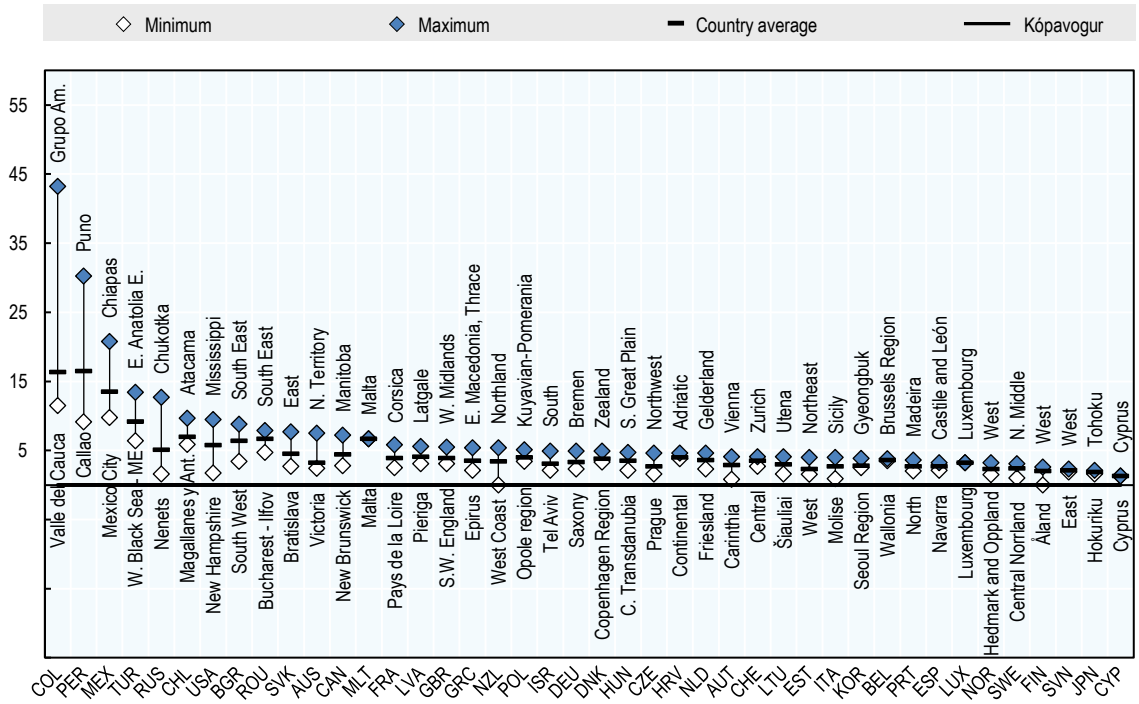
Spotlight on the OECD Localised Indicator Framework – Regional indicators

Kópavogur has one of the lowest infant and child mortality rates of all OECD regions. In 2018, the mortality rate of children under 1 year per 1 000 live births reached the lowest possible value of 0. Kópavogur hence already undercut the end value set for 2030 and the average of OECD regions of 5.9 deaths of children 1-year-old or younger per 1 000 live births. The child mortality rate for the 0- to 4-year-old population in the same year was 2.2 deaths. In comparison with other OECD regions, Kópavogur also shows above-average achievements when it comes to the general life expectancy at birth. In 2017, the average life expectancy in the municipality was 82.3 years, which exceeds both the average of OECD regions (79.6 years) and the end value (81.5 years). Another indicator measuring the achievements in SDG 3 Good Health and Well-Being is the number of hospital beds per 10 000 people. As there is no hospital in Kópavogur itself, this indicator considers data for the entire Reykjavík metropolitan area (see Table 2.1). Its hospital bed rate per 10 000 people of 30.1 is lagging behind the average of OECD regions, which stands at 41.4. Overall, more than 70% of OECD regions exhibit a higher ratio of hospital beds per resident.

Transport-related mortality rates are significantly lower than the average of OECD regions. In 2018, Kópavogur registered 2.7 transport-related deaths per 100 000 people. In comparison to the OECD average of 9.4 and the end value of 4.7, Kópavogur hence exhibits very positive results. Overall, only around 2% of OECD regions have an even lower transport-related mortality rate than Kópavogur. Kópavogur is however lagging behind the average of OECD regions regarding its rate of active physicians per 1 000 people. In the municipality, the rate of active physicians per 1 000 people is 2.1, which is lower than the OECD average of 2.8 and less than half as high as the defined end value for 2030 (4.8 physicians per 1 000 people). In that context, however, it has to be considered that Kópavogur is part of the Reykjavík metropolitan area and that healthcare is managed at the central government level. For Iceland, the number of active physicians per 1 000 people was 3.9 in 2018.

Figure 2.2. Infant mortality rate: Comparison across OECD regions in relation to Kópavogur

Number of deaths of children 1-year-old or younger per 1 000 live births



Note: Peru, 2013; Australia, United States, 2015; Chile, Colombia, New Zealand, 2016; Russia, 2018. No regional data is available for Iceland for this dataset.
Source: (OECD, 2020[4]), *OECD Regional Statistics (database)*, http://dx.doi.org/10.1787/region-data-en.

Table 2.2. ISO indicators used to assess the dimension People that correspond to the OECD framework

SDG	Indicator
	Mortality rates for the 0- to 4-year-old population (deaths per 10 000 people)
	Infant mortality rate (number of deaths of children 1-year-old or younger per 1 000 live births)
	Life expectancy at birth
	Transport-related mortality rates (deaths per 100 000 people)
	Active physicians rate (active physicians per 1 000 people)
	Hospital beds rate (hospital beds per 10 000 people)

Source: OECD (2020[1]), *A Territorial Approach to the Sustainable Development Goals: Synthesis Report*, https://doi.org/10.1787/e86fa715-en.

People – Spotlight on further indicators collected by Kópavogur

The proportion of the population living in absolute poverty in Kópavogur is marginal. Only 0.14% of Kópavogur's population lives in severe poverty,[2] which is a step in the right direction to reach SDG 1 No poverty.

One hundred percent of Kópavogur's population complete primary and secondary education.[3] In Kópavogur, in 2018, all students completed both primary and secondary education. Moreover, the total student enrolment rate of the school-aged population also reached 100% in 2018. This value is very high

compared to the average of OECD regions of 82% of the population from 15 to 19 enrolled in public or private educational institutions.

Around 28% of the population over 18 years old hold a higher education degree. Compared to the average of OECD regions, where the share of the population 25 to 64 years old with at least tertiary education is around 31%, Kópavogur has a particularly high level of inhabitants with a university degree considering that its share of 28% is based on the entire population over 18 years of age and not only on the working-age population. In addition, 51% of women between 25 and 34 have university-level education, while 32% of men in the same age group have achieved that same level (SPP, 2019[5]). This indicator indicates further positive results for SDG 4 Quality education. On the other hand, it also shows the need to address gender disparity in this educational outcome, encouraging men to pursue higher education.

The majority of people elected to office and employed in the city government are women. The share of women elected to city-level offices amounts to 54.5% of the total number of people elected, which is an important achievement regarding SDG 5 Gender equality. Moreover, close to 80% of the total employees in the city government are women. Kópavogur has thus already overcome the male-female gender gap in employment in its local administration.

Table 2.3. Kópavogur-specific ISO indicators used to assess the dimension People

SDG	Indicator	Description
	ISO37120-2014: 5.3 Population living in poverty	The percentage of city population living in poverty shall be calculated as the number of people living below the poverty threshold (numerator) divided by the total current population of the city (denominator).
	ISO 37120-2014: 6.2 Primary education completion	The percentage of students completing primary education or survival rate shall be calculated as the total number of students belonging to a school cohort that complete the final year of primary education (numerator) divided by the total number of students belonging to a school cohort, i.e. those originally enrolled in the first year of primary education (denominator).
	ISO 37120-2014: 6.3 Secondary education completion	The percentage of students completing secondary education or survival rate shall be calculated as the total number of students belonging to a school cohort that complete the final year of secondary education (numerator) divided by the total number of students belonging to a school cohort, i.e. those originally enrolled in the first year of secondary education (denominator).
	ISO 37120-2014: 6.6 Total student enrolment	The percentage of school-aged population enrolled in schools shall be calculated as the number of school-aged population enrolled in primary and secondary levels in public and private schools (numerator) divided by the total number of the school-aged population (denominator).
	ISO 37120-2014: 6.7 Higher education degrees	The number of higher education (tertiary education) degrees per 100 000 inhabitants shall be calculated as the number of people holding higher education degrees (numerator) divided by one 100 000th of the city's total population.
	ISO 37120-2014: 11.2 Women elected to office	The number of women elected to city-level office shall be calculated as the total number of elected city-level positions held by women (numerator) divided by the total number of elected city-level positions (denominator).
	ISO 37120-2014: 11.3 Women employed in city government	The number of women employed in the city government workforce shall be calculated as the total number of employees in the city government workforce that are women (numerator) divided by the total number of the city government workforce (denominator).

Source: Municipality of Kópavogur/WCCD (2019[6]), *ISO 37120 Data*.

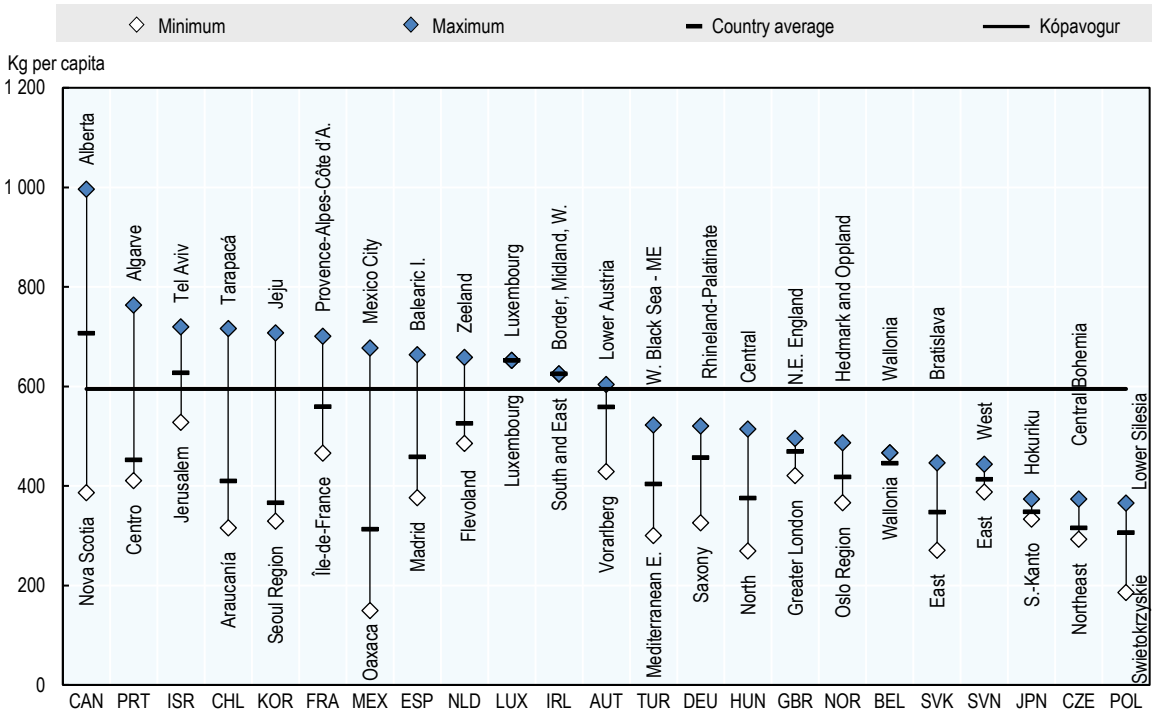
Planet: Access to high quality water services is universal but large number of cars and high waste per capita remain environmental challenges

Spotlight on the OECD Localised Indicator Framework – Regional indicators

Kópavogur's achievements in SDG 12 Responsible production and consumption are lagging behind the majority of OECD regions. Its municipal waste rate of 595 kg per capita in 2017 exceeds both the OECD

average of 411 kg and the end value of 366 kg. That means that the per capita waste production in Kópavogur would need to be reduced by nearly 230 kg per inhabitant until 2030 to reach the end value. As of 2017, only 10% of regions in the OECD exhibited a larger per capita waste rate than Kópavogur. In addition to reducing the amount of waste produced and increasing the share of waste that gets recycled, SDG 12 Responsible production and consumption also aims to reduce the number of cars, in particular fossil-fuel vehicles. The end value for 2030 is set at 33.8 motor road vehicles per 100 people. In Kópavogur, however, the rate of registered motor road vehicles per 100 people was nearly 57 in 2018. In comparison, around 85% of OECD regions exhibit a lower motor vehicle to resident ratio.

Figure 2.3. Municipal waste rate, 2015: Comparison across OECD regions in relation to Kópavogur



Note: Ireland, 2010; France, 2011; Belgium, 2012; Luxembourg, the Netherlands, Slovenia, 2013; Canada, Japan, Mexico, Portugal, Spain, Turkey, 2014; Israel, Poland, Slovak Republic, 2016. No regional data is available for Iceland for this dataset.
Source: OECD (2020[1]), *A Territorial Approach to the Sustainable Development Goals: Synthesis Report*, https://doi.org/10.1787/e86fa715-en.

Table 2.4. ISO indicators used to assess the dimension Planet that correspond to the OECD framework

SDG	Indicator
	Municipal waste rate (kilos per capita)
	Number of motor road vehicles per 100 people

Source: OECD (2020[1]), *A Territorial Approach to the Sustainable Development Goals: Synthesis Report*, https://doi.org/10.1787/e86fa715-en.

Planet – Spotlight on further indicators collected by Kópavogur

The population of Kópavogur has universal access to treated and improved water sources. The municipality of Kópavogur is measuring a number of water-related ISO indicators that provide complementary information on the municipality's achievements in the dimension Planet. 99.7% of the municipality's population is served by wastewater collection. While wastewater in the municipality does not receive secondary or tertiary treatment, all of the city's wastewater (100%) did undergo primary treatments in 2018. Accordingly, the entirety of Kópavogur's population (100%) had access to an improved water source. Similarly, 99.6% of the population had access to improved sanitation while 99.9% of the population were connected to a potable water source. Access to water services is also very stable in Kópavogur given that the average household only registered 0.1 hours of interruptions of water services in the same year.

While Kópavogur produces a larger amount of waste per resident than the average OECD region, the waste collection rate amounts to almost 100%. In 2018, 99.6% of the municipality's residents were served by the municipal solid waste collection. Forty four percent of this solid waste got recycled, whilst the recycling rate for hazardous waste in the municipality reached 91% in the same year.

Kópavogur is working on the expansion of its canopy cover. The restoration of trees is one of the most effective strategies for climate change mitigation (Bastin et al., 2019[7]). Kópavogur is taking advantage of the carbon storage opportunities that trees provide by increasing the number of trees planted in the municipality. In 2018, around 18 000 trees per 100 000 inhabitants were planted in the municipality.

Table 2.5. Kópavogur-specific ISO indicators used to assess the dimension Planet

SDG	Indicator	Description
	ISO37120-2014: 20.1 Wastewater collection	Percentage of city population served by wastewater collection shall be calculated as the number of people within the city that are served by wastewater collection (numerator) divided by the city population (denominator). The result shall then be multiplied by 100 and expressed as a percentage.
	ISO37120-2014: 20.3 Primary wastewater treatment	The percentage of the city's wastewater receiving primary treatment shall be calculated as the total amount of the city's wastewater that has undergone primary treatment (numerator) divided by the total amount of wastewater produced in the city and collected (denominator). This result is then multiplied by 100 and expressed as a percentage of the city's wastewater receiving primary treatment.
	ISO37120-2014: 20.4 Secondary wastewater treatment	Percentage of the city's wastewater receiving tertiary treatment shall be calculated as the total amount of the city's wastewater that has undergone tertiary treatment (numerator) divided by the total amount of wastewater produced in the city and collected (denominator). The result shall then be multiplied by 100 and expressed as a percentage.
	ISO37120-2014: 20.5 Tertiary wastewater treatment	Percentage of the city's wastewater receiving tertiary treatment shall be calculated as the total amount of the city's wastewater that has undergone tertiary treatment (numerator) divided by the total amount of wastewater produced in the city and collected (denominator). The result shall then be multiplied by 100 and expressed as a percentage.
	ISO37120-2014: 21.1 Potable water service	The percentage of city population with potable water supply service shall be calculated as the total number of people with potable water supply service (numerator) divided by total city population (denominator). The result shall then be multiplied by 100 and expressed as a percentage of city population serviced by a potable water supply service.
	ISO37120-2014: 21.2 Improved water access	The percentage of city population with sustainable access to an improved water source shall be calculated as the total population with access to an improved water source (numerator) divided by the total city population. The result shall then be multiplied by 100 and expressed as a percentage.
	ISO37120-2014: 21.3 Improved sanitation access	The percentage of population with access to improved sanitation shall be calculated as the total number of people using improved sanitation facilities (numerator) divided by the total city population (denominator). The result shall then be multiplied by 100 and expressed as a percentage.

SDG	Indicator	Description
	ISO37120-2014: 21.6 Water service interruptions	The percentage of water loss (unaccounted for water) shall be calculated as the volume of water supplied minus the volume of utilised water (numerator) divided by the total volume of water supplied (denominator). The result shall then be multiplied by 100 and expressed as a percentage.
	ISO37120-2014: 16.1 Residential solid waste collection	The percentage of city population with regular solid waste collection shall be calculated as the number of people within the city that are served by solid waste collection (numerator) divided by the total city population (denominator). The result shall then be multiplied by 100 and expressed as a percentage.
	ISO37120-2014: 16.3 Solid waste recycled	The percentage of the city's solid waste that is recycled shall be calculated as the total amount of the city's solid waste that is recycled in tonnes (numerator) divided by the total amount of solid waste produced in the city in tonnes (denominator). The result shall then be multiplied by 100 and expressed as a percentage.
	ISO37120-2014: 16.10 Hazardous waste recycled	The percentage of the city's hazardous waste that is recycled shall be calculated as the total amount of hazardous waste that is recycled in tonnes (numerator) divided by the total amount of hazardous waste that is generated in tonnes (denominator). The result shall then be multiplied by 100 and expressed as a percentage.
	ISO37120-2014: 19.2 Trees planted	The annual number of trees planted per 100 000 shall be calculated as the total number of trees planted in a given year (numerator) divided by one 100 000th of the city's total population (denominator). The result shall be expressed as the annual number of trees planted per 100 000 inhabitants.

Source: Municipality of Kópavogur/WCCD (2019[6]), *ISO 37120 Data*.

Prosperity: Low unemployment, good air quality and renewable energy consumption are key strengths but public transport provision can be strengthened

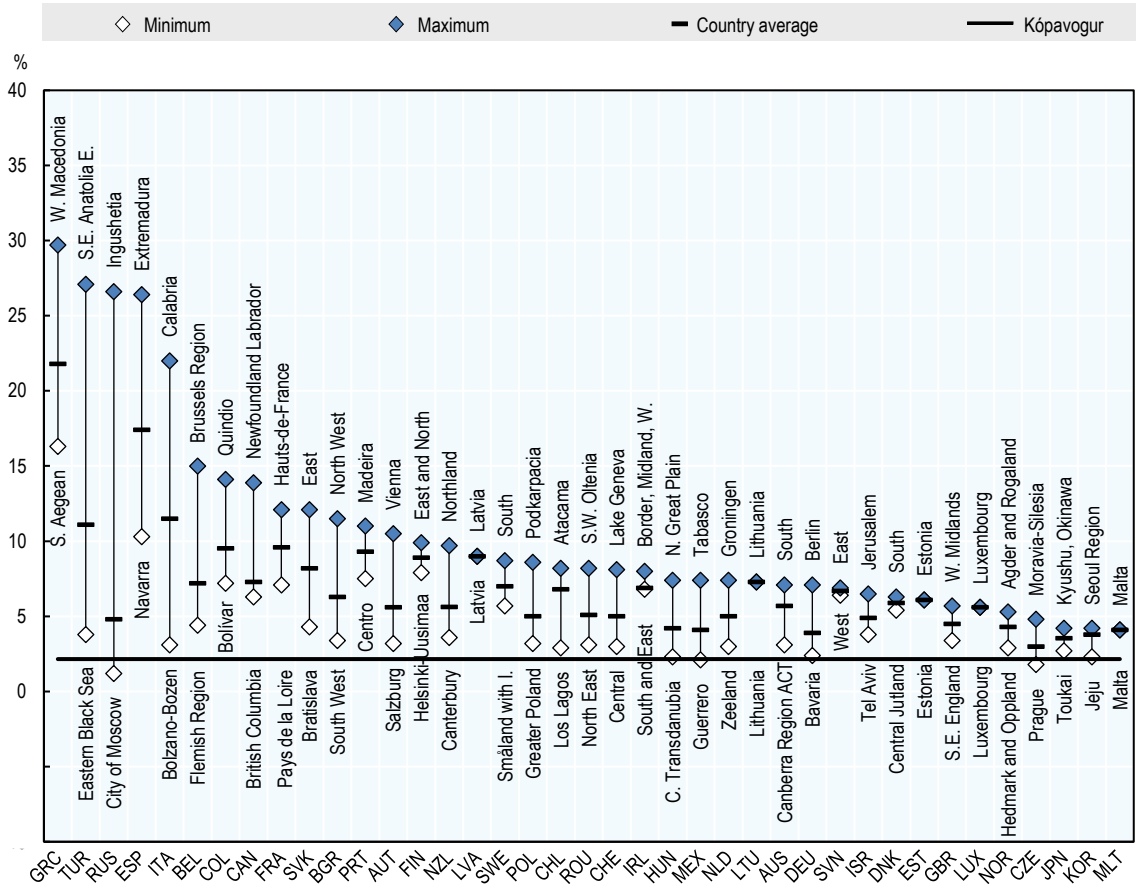
Spotlight on the OECD Localised Indicator Framework – Regional indicators

Kópavogur ranks among the best performing OECD regions regarding SDG 8 Decent work and economic growth. One important contributory factor is the municipality's unemployment rate of 2.16%, which was among the lowest of all OECD regions in 2017, 99% of OECD regions had a higher unemployment rate averaging at 7.6%. Beyond that, the end value of 5% is twice as high as the one in Kópavogur. The municipality also exhibits positive results regarding its youth employment rate. In contrast to the general pattern in OECD regions, the youth unemployment rate in Kópavogur was lower than the general unemployment rate in the municipality in 2018 and overall lower than the corresponding rates in all other OECD regions. The difference between Kópavogur's youth unemployment rate of 1.3% and the average of OECD regions (16.7%) is particularly remarkable in that context.

No patents were registered in Kópavogur in 2018, yet the fact that Kópavogur is part of the Reykjavík metropolitan region and functional urban area (FUA) calls for looking at performance for this indicator on a larger geographic scale. As a comparison, the value for the capital region in 2015, the latest year available, was 106 patent registrations per 1 000 000 people, compared to the regional OECD average of 84 patent registrations per region and the end value of 208. For the FUA of Reykjavík, there were 214 patents per 1 000 000 people in the latest year available (2014). It is thus likely that patent applications mainly come from businesses registered in Reykjavík or through law firms registered in the capital, pointing to the need to understand this indicator in the wider FUA.

The exposure to fine particulate matter is lower than in any other OECD region. The exposure to PM2.5 in µg/m³, population-weighted (micrograms per cubic metre) in Kópavogur is only 2.34 compared to an OECD average of 13.3 µg/m³, and an end value of 10 µg/m³. Kópavogur thus outperforms all other OECD regions in this indicator of SDG 11 Sustainable cities and communities. Even at one of the most heavily polluted spots of the municipality, the average exposure to PM 2.5 remained below 6 µg/m³, at 5.8 in 2017.

Figure 2.4. Unemployment rate, 2017: Comparison across OECD regions in relation to Kópavogur



Note: Japan, 2015; Australia, Canada, Chile, Colombia, Israel, Korea, Mexico, New Zealand, 2016; Russia, 2018. No regional data is available for Iceland for this dataset.
Source: OECD (2020[1]), *A Territorial Approach to the Sustainable Development Goals: Synthesis Report*, https://doi.org/10.1787/e86fa715-en.

Table 2.6. ISO indicators used to assess the dimension Prosperity that correspond to the OECD framework

SDG	Indicator
	Unemployment rate (%)
	Youth unemployment rate (%)
	Patent applications (Patent Cooperation Treaty - PCT) per 1 000 000 people
	Exposure to PM2.5 in µg/m³, population-weighted (micrograms per cubic metre)

Source: OECD (2020[1]), *A Territorial Approach to the Sustainable Development Goals: Synthesis Report*, https://doi.org/10.1787/e86fa715-en.

Prosperity – Spotlight on further indicators collected by Kópavogur

The population's exposure to particulate matter (PM 10) and Nitrogen dioxide (NO_2) in Kópavogur lies within the World Health Organization's (WHO) air quality guideline. Air pollution is one of the key indicators to measure cities' and regions' progress on the way to becoming sustainable communities (SDG 11). As is the case for the OECD indicator Exposure to PM2.5 in µg/m³, population-weighted (micrograms per cubic metre), the exposure to particulate matter of 9.7 µg/m³ in Kópavogur is lower than the WHO threshold of 20 µg/m³ annual mean at which cardiopulmonary and lung cancer mortality have been shown to increase (WHO, 2018[8]). The same holds true for the air pollutant nitrogen dioxide (NO_2**).** In Kópavogur, the annual exposure to nitrogen dioxide reached 12.9 µg/m³ in 2017, which is significantly below the WHO guideline value of 40 µg/m³. Ozone levels and sulphur dioxide concentrations also stayed below the WHO guidelines in the same year.

One hundred percent of Kópavogur's energy consumption is derived from renewable sources. The municipality thus fulfils target 7.2 of SDG 7 Affordable and clean energy to substantially increase the share of renewable energy in the global energy mix. In comparison, the OECD indicator framework measures the share of electricity production that comes from renewable sources, which reaches on average 40% in OECD regions. Production and consumption cannot be equated with each other but the value of 100% of energy consumption derived from renewable sources indicates how widespread renewable energy already is in Kópavogur and in Iceland overall. Iceland is unique in the OECD context as 89% of its primary energy supply and almost 100% of its electricity are obtained from renewable energy sources (mainly geothermal) (OECD-IEA, 2019[9]).

Cars are the dominant means of transport for people commuting to work. As previously mentioned in the dimension Planet, the usage of cars is an important indicator to measure responsible consumption patterns. Beyond that, the issue of private transportation also needs to be considered when measuring a city's or region's achievement of SDG 11 Sustainable cities and communities. In line with the high ratio of motor road vehicles, almost 80% of the population of Kópavogur were using a personal vehicle to commute to work in 2018. This shows that using a private vehicle is the preferred option for the residents of the municipality. Improving the attractiveness of public transport could thus be a means to further improve Kópavogur's results in SDG 11. The annual number of public transport trips per capita of 12.9 underlines how irregularly public transport is used by the residents of Kópavogur.

Table 2.7. Kópavogur-specific ISO indicators used to assess the dimension Prosperity

SDG	Indicator	Description
	ISO 37120-2014: 7.4 Electricity from renewable sources	The share of a city's total energy consumption derived from renewable sources shall be calculated as the total consumption of electricity generated from renewable sources (numerator) divided by total energy consumption (denominator).
	ISO37120-2014: 8.2 PM10 concentration	Particulate matter (PM10) concentration shall be calculated as the total mass of collected particles in the PM10 size range (numerator) divided by the volume of air sampled (denominator). The result shall be expressed as the concentration of PM10 in micrograms per standard cubic metre (µg/m3).
	ISO37120-2014: 8.4 NO_2 concentration	NO_2 concentration shall be calculated as the sum of daily concentrations for the whole year (numerator) divided by 365 days (denominator). The result shall be expressed as the annual average for daily NO_2 concentration in µg/m3. The daily concentrations shall be determined by averaging the hourly concentrations over 24 hours from all monitoring stations within the city.
	ISO37120-2014: 8.5 SO_2 concentration	SO_2 concentration shall be calculated as the sum of daily concentrations for the whole year (numerator) divided by 365 days. The result shall be expressed as the annual average for daily SO_2 concentration in µg/m3. The daily concentration shall be determined by averaging the hourly concentrations over 24 hours from all monitoring stations within the city.
	ISO37120-2014: 8.6 O_3 concentration	O_3 (ozone) concentration shall be calculated as the sum of daily concentrations for the whole year (numerator) divided by 365 days (denominator). The result shall be expressed as the annual average for

SDG	Indicator	Description
		daily O_3 (ozone) concentration in µg/m3. O_3 is normally monitored at 8-hour intervals. To determine the 24-hour average daily concentration, the three 8-hour concentrations shall be determined and averaged over 24 hours at all monitoring stations within the city's boundaries.
	ISO 37120-2014: 18.5 Mode share	Percentage of commuters using a travel mode to work other than a personal vehicle shall be calculated as the number of commuters working in the city who use a mode of transportation other than a private single occupancy vehicle (SOV) as their primary way to travel to work (numerator) divided by all trips to work, regardless of mode (denominator).
	ISO37120-2014: 18.3 Public transit trips	Annual number of public transport trips per capita shall be calculated as the total annual number of transport trips originating in the city – "ridership of public transport" – (numerator), divided by the total city population (denominator).

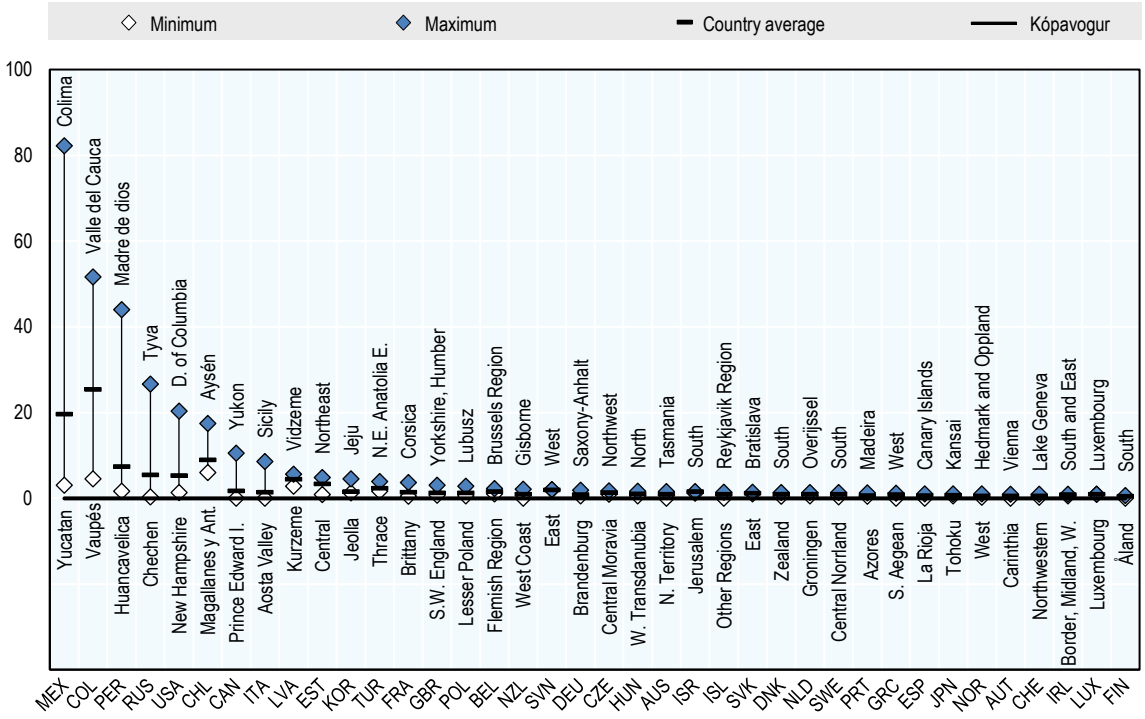
Source: Municipality of Kópavogur/WCCD (2019[6]), *ISO 37120 Data*.

Peace and Partnership: Kópavogur is a safe place to live and well-connected

Spotlight on the OECD Localised Indicator Framework – Regional indicators

Kópavogur is a very peaceful municipality. In 2017, no homicide was recorded in Kópavogur. In comparison, the average homicide rate in OECD regions amounted to more than 5 homicides per 100 000 people. Kópavogur has also already reached the end value set at 1 or less homicides per 100 000 persons. In that regard, the municipality can be considered a very peaceful town following the aims of SDG 16 Peace, justice and strong institutions.

Figure 2.5. Homicides per 100 000 persons, 2016: Comparison across OECD regions in relation to Kópavogur



Note: The Netherlands, 2009; Slovenia, 2012; Italy, Turkey, 2013; Latvia, New Zealand, Peru, Sweden, 2014; Israel, Japan, 2015; Germany, Russia, 2018.
Source: OECD (2020[1]), *A Territorial Approach to the Sustainable Development Goals: Synthesis Report*, https://doi.org/10.1787/e86fa715-en.

Table 2.8. ISO indicators used to assess the dimensions Peace and Partnership that correspond to the OECD framework

SDG	Indicator
	Homicides per 100 000 persons

Source: OECD (2020[1]), *A Territorial Approach to the Sustainable Development Goals: Synthesis Report*, https://doi.org/10.1787/e86fa715-en.

Peace and Partnership – Spotlight on further indicators collected by Kópavogur

Further indicators emphasise a low crime rate in Kópavogur, albeit showing a higher property crime rate compared to the national average.[4] In 2017, there were around 334 violent crimes per 100 000 residents and around 1 980 property crimes in Kópavogur, compared to the national averages of 480 violent crimes and 1 534 property crimes in 2015.[5] In the capital region, the equivalent values were 559 violent crimes, and 620 property crimes per 100 000 residents.

There were no reported cases of corruption convictions in 2018. The ISO indicator that captures similar aspects of SDG 16 as the OECD indicator "Percentage of the population that believes corruption is spread throughout the government in the country" points in a very positive direction. This is particularly apparent when compared to other OECD regions, where on average more than 60% believe that corruption is spread throughout the government in the country. As further demonstrated in Chapter 1, Kópavogur puts strong emphasis on accountability and transparency in its day-to-day management.

Ninety-seven out of 100 residents of Kópavogur have access to the Internet. In terms of SDG 17 "Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development", both Kópavogur and OECD indicators appraise the number of households with Internet connections. While no specific data on the percentage of household with broadband is available, the number of Internet connections per 100 000 inhabitants – 96 640 in Kópavogur in 2018 – is high considering that the OECD average share of households with broadband Internet access is 73.7%. The number of cell phone connections – nearly 88 400 per 100 000 residents in 2018 – is pointing in a similar direction indicating a high degree of connectivity between citizens.

Table 2.9. Kópavogur-specific ISO indicators used to assess the dimensions Peace and Partnership

SDG	Indicator	Description
	ISO37120-2014: 11.4 Number of corruption convictions	The number of convictions for corruption and/or bribery by city officials shall be calculated as the total number of convictions for corruption and/or bribery by city officials (numerator) divided by one 100 000th of the city's total population (denominator). The result shall be expressed as the number of convictions for corruption and/or bribery by city officials per 100 000 population.
	ISO 37120-2014: 14.3 Number of property crimes	The number of crimes against property shall be calculated as the total number of all property crimes reported (numerator) divided by one 100 000th of the city's total population (denominator). The result shall be expressed as the number of property crimes per 100 000 population.
	ISO 37120-2014: 14.5 Number of violent crimes	The violent crime rate per 100 000 population shall be calculated as the total number of all violent crimes reported (numerator) divided by one 100 000th of the city's total population (denominator). The result shall be expressed as the number of violent crimes per 100 000 population.
	ISO 37120-2014: 17.1 Internet connections	The number of Internet connections per 100 000 population shall be calculated as the number of Internet connections in the city (numerator) divided by one 100 000th of the city's total population (denominator).
	ISO37120-2014: 17.2 Cell phone connections	The number of cell phone connections per 100 000 shall be calculated as the total number of cell phone connections in the city (numerator) divided by one 100 000th of the city's total population (denominator). The result shall be expressed as the number of cell phone connections per 100 000 population.

Source: Municipality of Kópavogur/WCCD (2019[6]), *ISO 37120 Data*.

The SDGs as a holistic lens to promote a functional and integrated approach to link environmental, economic and social performance in Kópavogur, Iceland

Some of the key challenges and opportunities for sustainable development in Kópavogur need to be tackled beyond its administrative borders. For example, the scale of investment needed to address challenges related to public transport, healthcare provision and patent registrations typically calls for a functional approach or cross-municipal co-operation. For example, to reduce car dependence and increase the number of annual public transport trips in Kópavogur, it is essential to look at the scale of the wider Reykjavík area. The same applies to considering the higher-than-average municipal waste per capita in Kópavogur, by addressing waste reduction through inter-municipal co-operation and in a shared responsibility with upper levels of government. Finally, while patent registrations are currently concentrated in Reykjavík, Kópavogur could offer an attractive location within the metropolitan area for innovative companies and research and development (R&D) facilities to establish, boosting performance for the metropolitan area as a whole.

To provide for comparative analysis across cities, the EC and OECD have developed a definition of functional urban areas (FUA) (Box 2.1). The Reykjavík FUA suggests that Kópavogur is in the commuting zone of Reykjavík, from where an important part of Kópavogur's workforce commutes to Reykjavík for work. This highlights the fact that understanding performance against SDGs 9, 11, 12 and 13 for example can be improved by applying a functional lens and that measures might need to be conceived at that scale to improve outcomes at the most local levels. For instance, making the public transport system in the Reykjavík FUA more attractive could further help to address the fact that only 22% of the local population indicate being happy with the public transport services in Kópavogur (SPP, 2019[5])

Providing further opportunities for low carbon means of transport requires managing several trade-offs and taking advantage of synergies. For instance, mitigation and adaptation to climate change (SDG 13) will require reducing transportation using private cars in favour of public transport on the one hand, while maintaining the green spaces in the municipality on the other to allow for carbon capture through trees or other vegetation for example. To cater for this need, Kópavogur's municipal plan for urban development is developed in accordance with Kópavogur's new local strategy, built on 36 SDG targets, with a primary focus on densification rather than further urban sprawl. In this regard, energy-efficient building standards and the use of renewable energy sources will further be key to achieving both SDGs 7 and 11 – an area where the municipality is leading by example in sourcing 100% of its energy consumption from renewable sources. Considering the relatively young profile of Kópavogur's population, extending the use of bicycle lanes and walking paths can provide gains in terms of health benefits (SDG 3) and further provide more affordable and easily accessible mobility alternatives at the local scale, potentially benefitting social equity (SDG 10). Leveraging on public-private partnership solutions, such as electric carpools or car-sharing schemes, could further help to reduce the high rate of car ownership in Kópavogur (SDG 12).

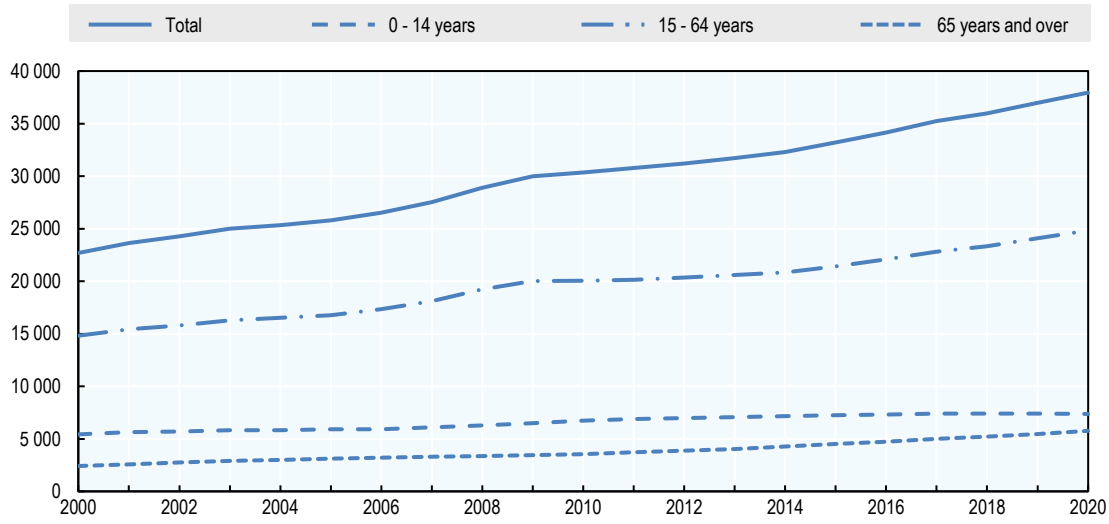
Achieving SDG 12 on sustainable production and consumption patterns is a key challenge for Kópavogur, also in light of its high municipal waste per capita. Among the waste collected by the municipality, around 44% is recycled and 55% disposed in a sanitary landfill, while the rest is disposed of in an incinerator. The share of hazardous waste that gets recycled is 91% (Municipality of Kópavogur/WCCD, 2019[6]). This is another issue that needs to be tackled through multi-level governance and collaboration with neighbouring municipalities to improve performance on the indicator (see below section on the municipal association SOPRA). On the other hand, Kópavogur can work to incentivise and raise awareness among local residents of the importance of reducing unnecessary household waste and to recycle to the greatest extent possible.

Climate change is expected to have a vast impact on Iceland and needs co-ordinated action at both national and functional urban scales. With an increased risk for natural hazards caused by climate change in Iceland, the most recent climate report released by the Icelandic meteorological office estimates that

while risk management can likely be handled by the current policies and systems in place, existing power plants and electricity distribution system need to increase capacity to tap into the potential for hydropower coming from increased water flows projected for the next decades (Icelandic Met Office Committee on Climate Change, 2018[10]). This is thus an area where Kópavogur is a frontrunner and could work with the national government, as well as municipalities in the Reykjavík FUA, to design policies to address this unexploited potential and hence contribute to SDG 7 Clean energy through joint efforts. At the same time, the SDGs and underlying stakeholder engagement also provide the municipality with an opportunity to raise awareness among local residents about the importance of renewable energies.

Population growth is another aspect that needs to be understood in a wider context of the capital region and national development. As mentioned in Chapter 1, Kópavogur has grown rapidly in the last decade to become the second-largest municipality in Iceland. The main share of the population is working-age (15-64), whose proportional share has remained stable around 65% in the past 10 years (Figure 2.6). The municipality has only seen a slight increase in people aged 65 and above, from 11% to 15%, while the share of foreign citizens has increased from 6% at the end of 2010 to 11% in the last quarter of 2019 (Statistics Iceland, 2020[11]). Looking at the overall trend for Iceland, a large share of people with different citizenship living in Iceland come from Poland, as well as Denmark, Lithuania, Sweden and the United States. There has also been an increase in people from the Philippines (Statistics Iceland, 2020[12]). This demographic development reflects the overall growth dynamics of the capital region as the population centre of Iceland, putting pressure on core services such as housing and education across the capital region. For Kópavogur to remain an attractive and safe place to live in the long term, careful attention needs to be put into monitoring socioeconomic indicators like unemployment and poverty (SDGs 1 and 8) as well as its high performing education services (SDG 4). This will help to ensure that, despite the economic downturn, social services are functioning well and prevent people from falling into severe poverty, which has essentially been eradicated in the municipality.

Figure 2.6. Population growth in Kópavogur, 2000-20



Source: OECD elaboration based on (Statistics Iceland, 2020[13])

Access to healthcare services and related indicators, such as the number of hospital beds and active physicians, also need to be understood from a functional lens. In this regard, the wider metropolitan area of Reykjavík is lagging behind OECD averages, which thus requires attention from the national government responsible for these services. At the same time, Kópavogur already takes an integrated approach to health and well-being in its public health policy and work on the Child-Friendly City Dashboard, which

highlights the links between health outcomes, the financial situation of families, developing healthy eating habits, spending time on outdoor activities and learning to respect the environment (see Box 1.3). The dashboard is being promoted in other municipalities, through collaboration with UNICEF Iceland and the Ministry of Social Affairs and shows how applying an integrated approach can help to address several SDGs simultaneously, such as SDGs 3, 4, 10 and 12.

Finally, with regards to business development and technological innovation, Kópavogur faces both opportunities and challenges. Given the size of the municipality, indicators such as patent applications or other innovation-related indicators do not give an adequate picture of how Kópavogur itself is performing with regards to SDG 9 "Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation" for example. This also needs to be read in the broader context of Reykjavík, while more granular data may show where the innovation is taking place before the patent application is filed in the capital. Nevertheless, considering the high performance of Reykjavík in this regard, Kópavogur can draw advantage from its proximity to the capital to boost private sector innovation and business growth, including through attracting new businesses to locate in the municipality. Through its highly developed IT competency for providing digital solutions, as showcased through the Nightingale system, the municipality may further be able to support business development and creation through digital tools. Promoting the creation of "green" businesses could further help to connect the environmental and economic dimensions of sustainability (SDGs 12 and 13) while fostering innovation (SDG 9).

Addressing the lack of public transport: The Bus Rapid Transit project Borgarlínan

Kópavogur is part of the Association of Municipalities in the Capital Area (SSH), which consists of seven municipalities (see Box 2.1). Through SSH, the Bus Rapid Transit *Borgarlínan* ("City Line") project is aimed at improving public transport provision in the capital area (Box 2.2 and Figure 2.7). The Bus Rapid Transit project chimes well with the prioritised SDG target 11.2 in Kópavogur and can help to meet challenges of car dependence (SDG 12) and low usage of public transport among local residents. This will be key for the future development of Kópavogur while maintaining its high air quality. It will further help to keep CO_2 emissions on track (SDG 13) and contribute to Kópavogur's strategic position as part of the Reykjavík FUA and capital region (e.g. SDG 8).

Using the SDGs as an overarching framework for collaboration for the SSH could bring great benefits to the sustainable development of the capital area while enabling single municipalities to tackle challenges beyond their administrative borders. These include waste management and access to healthcare services (currently managed at the central level), both of which have been highlighted as challenges for Kópavogur, in addition to the public transport issue highlighted above.

Box 2.2. *Borgarlínan* – Bus Rapid Transit connecting the Reykjavík capital region

Borgarlínan is a joint public transport project run by municipalities in the capital area, which constitutes a new Bus Rapid Transit (BRT) "City Line" with bus services provided in separate lanes connecting all municipalities in the capital area, offering more alternatives to private cars for both residents and tourists, while reducing travel times and traffic congestion. It has been launched in response to projected increases in traffic volumes in the capital area over the next 25 years.

The project will enable municipalities to grow densely in urban centres and along the City Line, preventing further sprawl into new areas outside the defined growth limits of the capital region. It will further reduce the number of parking spaces needed.

Large, modern buses that can take up to 150 passengers at a time will operate on the City Line routes, using domestic and environmentally friendly energy and thus contribute to reducing CO_2 and noise

pollution from traffic. The project is inspired by similar BRT projects in Scandinavia, in particular in Stavanger in Norway, which has a similar urban structure and traffic projections as the Reykjavík capital area.

The start of the *Borgarlínan* project will depend on an agreement between the national government and the municipalities regarding the financing of the project. The total cost of a complete 58 km City Line is estimated at ISK 70 billion, however, it is projected that it will be completed in various stages. It is estimated that the first phase can be completed within five years of the funding decision.

The City Line will be one part of a co-ordinated transport network in the capital area, with regular buses continuing to serve neighbourhoods that are not along the City Line.

Figure 2.7. Planned Bus Rapid Transit *Borgarlínan* in the Reykjavík capital region

Note: OECD elaboration based on informal translations. Some further explanation for the level of connectedness and urban development potential: i) national centre: access to one or more stops for the City Line and good access to connecting buses. Looking for more density; ii) area centre: access to one or more stops for the City line and good access to connecting buses. Looking for more density; iii) town centres: at least one City Line stop and good access to other buses. Looking for more density; iv) area for transport and development: still to be planned by each municipality in co-operation with the Association of Municipalities in the Capital Area (SSH), with density in mind; v) urban development limit (rural areas beyond).
Source: SSH (2019[14]), *Um SSH*, http://ssh.is/um-ssh (accessed on 19 July 2019).

Addressing waste management: the role of SORPA

Waste management in Kópavogur is managed through the municipal association SORPA, which includes the municipalities in the capital area that collectively collect and handle waste from households and businesses in the municipalities belonging to SORPA. On the association's website, wide-ranging information about how different waste categories are handled is available for the public and for companies,

including ways to for instance support charities through donating the beverage container deposit fees at SORPA's recycling centres. They also explain where the waste is shipped for recycling or further processing. SORPA is also responsible for managing the landfill at Álfsnesi, where unsorted waste is deposited (SORPA, 2020[15]).

Efforts to strengthen the municipalities' performance on SDG 12 and SDG 13 are being put in place by SORPA. A new biogas and composting plant, Gaja, has been recently opened in the capital area as part of a joint waste management policy by the municipalities for 2009–2020. Once operational, all household waste collected in the municipalities belonging to SORPA will be processed at Gaja. Organic matter will be used for biogas production and composting, while metals and inorganic matter will be mechanically sorted for recycling. SORPA has set goals to work against climate change and is participating in a project by the national umbrella organisation promoting CSR and sustainability in Iceland, Festa, focussed on climate change mitigation (SORPA, 2020[15]).

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Notes

[1] The OECD defines large regions (TL2) as the first administrative tier of subnational governments. Large regions (TL2) also include "administrative cities" that belong to the first administrative tier of subnational government.

[2] The poverty threshold used by the municipality was specified as persons unable to adequately provide themselves with water, food, shelter, and other basic needs for a healthy life over a 12-month period and needed financial aid from the city for a period of 12 months or longer. This was done in accordance with ISO37120 and is categorized as "severe" poverty. In contrast, the OECD localised indicator framework captures poverty through 2 different indicators: i) relative poverty measured as the percentage of the population living below the 60% of national median disposable income; and ii) the average disposable income per day of the first quintile (equivalised household, in USD PPP, constant prices of 2010), both which are however not comparable to the ISO indicator applied in Kópavogur.

[3] While the OECD is measuring the share of 5 to 14 years old enrolled in public or private institutions and the percentage of population with at least tertiary degrees to measure the achievements in SDG 4: Quality education, Kópavogur's ISO indicators focus on both education completion and total student enrolment.

[4] The municipality uses a number of ISO indicators to measure achievements in SDG 16: Peace, justice and strong institutions, such as the number of property crimes and violent crimes amongst others. Those partially overlap indicators of the OECD localised indicator framework, for instance the percentage of the population that feels safe walking alone at night in the area in which they live and the percentage of the population that has been assaulted or mugged in the previous 12 months.

[5] The data available in the national statistics database is not directly comparable to the ISO indicators. The ISO indicator for property crime encompasses: burglary, larceny-theft, motor vehicle theft and arson. The indicator for violent crime encompasses: force exerted by a person, threat of force exerted by a person, murder, non-negligent manslaughter, rape, robbery and aggravated assault. The national averages have been calculated by the local team in accordance with the ISO standard for 2017. The information comes from the statistical unit of the Icelandic Police.

3 The SDGs to move from a top-down to a co-created and participatory local strategy for sustainability in Kópavogur, Iceland

While the national government of Iceland has expressed strong political support for the role of local governments in the 2030 Agenda, this has not yet translated into formal co-ordination and support mechanisms for municipalities to fully seize their role in localising the Sustainable Development Goals (SDGs) and know where they stand vis-à-vis SDG implementation. There is a need to formalise existing efforts to vertically co-ordinate among government levels and departments, complementing the role of the Association of Icelandic Municipalities. While stakeholder engagement was initially absent in the local strategy development, Kópavogur is now using the SDGs to connect various efforts to develop a bottom-up process, including the involvement of children in defining channels for interaction and working with the marketing office to involve local businesses.

Leveraging political support and co-ordination for the localisation of the SDGs in Iceland

High-level political support for municipalities' role in the 2030 Agenda

In Iceland, the oversight of the work on the SDGs takes place at the highest government level, through the Inter-Ministerial Working Group (IMWG) for the SDGs led by the Prime Minister's Office. The IMWG works in close co-operation with the Ministry for Foreign Affairs and includes representatives from all ministries, as well as the Parliament (*Alþingi*), Statistics Iceland and the Association of Local Authorities. The Youth Council for the SDGs and the United Nations (UN) Association Iceland act as observers and the former has a special advisory role to the working group (see Box 3.1).

The Prime Minister has formally acknowledged the important role played by local authorities in the implementation of the 2030 Agenda by addressing a letter to each municipality inviting them to work on the SDGs. The Prime Minister has reiterated this idea on several occasions, including in a meeting organised by the IMWG on the implementation of the SDGs. While the national government can encourage municipalities to work on the SDGs, local governments in Iceland have a high degree of autonomy vis-à-vis the central government, as granted by the Icelandic constitution, and can adopt any task concerning their inhabitants if not assigned to another authority by law. Accordingly, the central government has chosen a voluntary approach for the municipalities' embracement and implementation of the SDGs.

Box 3.1. Youth Council for the SDG

The Icelandic government is committed to increasing the influence of youth in society, both as part of the multi-stakeholder nature of the 2030 Agenda and reflecting commitment in the UN Convention on the Rights of the Child (CRC). To this end, the Youth Council for the SDGs was set up by the Prime Minister's Office as a channel to engage youth in the Inter-Ministerial Working Group's work on the SDGs. The Youth Council has 12 representatives from across the country, aged 13 to 18. It meets six times per year, including once with the government, and advises the Inter-Ministerial Working Group on implementation of the SDGs. The Youth Council also helps to spread awareness on sustainable development among youth and in society at large, with the SDGs and the UNCRC as overarching themes.

In a declaration by the Youth Council for the SDGs published in the Voluntary National Review (VNR) 2019, some priority concerns for youth are highlighted including a call for action for the government. The headline concerns are: i) innovation in the education system; ii) mental well-being of youth; iii) wetland recovery; and iv) no additional heavy industry development. In the latter, the need to standardise the recycling systems across municipalities is also highlighted.

Source: Prime Minister's Office (2019[1]), *Iceland's Implementation of the 2030 Agenda for Sustainable Development - Voluntary National Review*.

The IMWG further reports on progress on the SDGs at the national level, including to the UN High-level Political Forum (HLPF) through the Voluntary National Review process, and provides recommendations for future priorities and actions to implement the goals in Iceland. Iceland's first Voluntary National Review (VNR) was presented at the HLPF in 2019, based on a status report for the national government developed by the working group in 2018. The VNR (2019) mentions the importance of local governments and the role of the Association of Icelandic Municipalities in the implementation of the SDGs, the latter of which has a representative in the government's SDGs working group. Kópavogur is mentioned alongside the municipality of Mosfellsbær for their efforts on localising the SDGs (Prime Minister's Office, 2019[1]). The municipality of Kópavogur also has regular informal contact with the working group and has presented its work on the SDGs, Nightingale and ISO 37120 to the group.

Underexploited formal co-ordination and support mechanisms

The Ministry of Regional Policy, Transport and Local Government has expressed its interest in supporting municipalities to implement the SDGs, exploring how to integrate the SDGs in the ministry's existing policy goals. Three of these areas focus on transport and one on telecommunications and could thus be important measures to address sustainable development challenges. Being in charge of a wide range of public tasks, from environmental planning to social services and primary and lower secondary education, municipalities could become frontrunners in implementing the SDGs in Iceland. Yet capacities among municipalities vary. One key challenge is the uneven growth between the southwest and other parts of the country, where the southwest is growing rapidly with high pressure on the infrastructure and service provision, while some other parts of the country face population decline. The small size of municipalities is another challenge to take on additional tasks, as more than half of the 72 municipalities have less than 1 000 inhabitants. A resolution laying out structural reforms for Icelandic municipalities was passed by the Icelandic Parliament in early 2020. The IMWG, the Ministry of Regional Policy, Transport and Local Government, and the Association of Local Authorities work on the SDGs. This includes, inter alia, opportunities to work on supporting municipalities to monitor progress on the SDGs through local indicators.

The SDGs are seen as providing an opportunity to improve the statistics system in Iceland and to foster data-driven decision-making; yet disaggregation of indicators at the local level is lagging behind. So far, the efforts by Statistics Iceland have been mainly focused on its role as part of the Inter-ministerial Working Group, where it supported the government to identify indicators for the 65 prioritised national SDG targets. The work has included support to the Voluntary National Review process. As of April 2020, 158 indicators have been published in order to monitor these 65 SDG priority targets at the country level. While the agency is in the process of reinforcing its capacity to deal with SDGs indicators and has received some funding for the VNR-related work, there are some key gaps. First, efforts to disaggregate the data down to the local level have not been started due to limited resources. Second, some environmental indicators are missing, for which developing environmental accounts is an ongoing priority. Finally, not all of the 65 prioritised targets are quantitative and Statistics Iceland has not yet started working on developing new or proxy indicators for such targets.

Due to confidentiality reasons, collecting and publishing data from small municipalities can be particularly challenging in Iceland. Municipal data is of varying quality and Statistics Iceland is not able yet to provide municipalities with ready-made indicators, further finding that the complexity involved in harmonising indicators at different levels is underestimated by national and local government actors. In this regard, Kópavogur provides a leading example for improving the quality of municipal-level data in Iceland, engaging in regular dialogues with Statistics Iceland on this matter.

A need for inter-municipal co-operation to solve sustainable development challenges at the appropriate scale

Since 2010, the policy focus for multi-level governance in Iceland has shifted from further merging municipalities to promoting inter-municipal co-operation. Despite the varying size of municipalities in Iceland, they all have the same competencies, with compulsory tasks including education, urban planning and environment, and social services (OECD/UCLG, 2019[2]). Inter-municipal co-operation takes place on a regional, mostly voluntary basis, through eight Regional Associations of Local Authorities, operated by the municipalities**.** These regional associations are largely based on former electoral districts and pursue joint interests of the municipalities. Sometimes they take on operational tasks like garbage disposal or running of school offices (Icelandic Association of Local Authorities, 2018[3]). In 2018, there were 197 formal agreements signed for inter-municipal co-operation. Since the reform in 2011 that assigned the responsibility for social services for the disabled to the municipalities, such co-operation is mandatory for municipalities with fewer than 8 000 inhabitants (OECD/UCLG, 2019[2]). As outlined in Chapter 2, there is great scope to leverage on regional co-operation and tackle challenges that span across municipal borders

to maximise local governments' contributions to the 2030 Agenda and resolve bottlenecks in the implementation of the SDGs. The Association of Municipalities in the Capital Area (SSH), of which Kópavogur is a member, was founded in 1976 and the region has been developing fast in the past decades. The association deals with issues such as regional planning, regional transport, waste management and water protection, including keeping each other updated on municipal master plans. It includes both urban and rural areas with a variation of industries, commerce and services (SSH, 2019[4]) .

The Icelandic Association of Local Authorities, which is the official body representing Icelandic municipalities, has started supporting the localisation of the SDGs and promoting knowledge exchange among municipalities. The main functions of the association are to defend the interests of the municipalities, provide information on particular aspects of local authorities and publish material concerning local authorities (Icelandic Association of Local Authorities, 2019[5]). In addition, the association organises ad hoc events to disseminate information relevant to its members. For example, the association has organised meetings to share information with local authorities on the SDGs in light of strong interest among municipalities to have a platform to share experiences and build collective knowledge on experiences with the SDGs. Following the first meeting, attended by the Prime Minister, the association launched a forum for climate and sustainability action, which 54 out of Iceland's 72 municipalities, including Kópavogur, have formally joined. The forum is currently organised in two working groups: one on climate change and the other on SDGs and indicators. The plan for the future of the forum is to have three to four meetings per year. Yet, lack of resources is a key barrier for the association to provide intensive support to municipalities (Icelandic Association of Local Authorities, 2019[5]).

The SDGs as a tool to engage the private sector and civil society in Kópavogur

Kópavogur's Marketing Office supports local businesses to engage with the SDGs

Kópavogur's Marketing Office (*Markaðsstofa Kópavogs*, MK) is the main body promoting the co-operation between local enterprises and the municipality and is expected to play a key role in supporting the implementation of the local strategy and priority SDGs. MK is an independent non-profit organisation founded by the municipality and local businesses. Its purpose is to be a platform connecting local businesses and the local authority, promote job development in Kópavogur and strengthen the image of the city. Its board has four members elected by Kópavogur's town council members and three elected by local business members. Members of MK pay a small annual fee; however, the organisation receives most of its funding from the municipality. Two recent projects show the organisation's contribution to sustainable development in Kópavogur. First, MK supported efforts to get businesses to clean up their surroundings with the assistance of the municipality, acting as a point of liaison between local businesses situated in the borough of Kársnes and the municipality. Second, MK initiated a collaboration between the three largest sports clubs and the municipality to put in place a bus service for children to go directly from school to practices. The goal of this initiative was to improve children's access to sport and leisure activities, as well as to reduce pollution from private cars. The Marketing Office plans to support the municipality in further implementing the SDGs through local businesses in Kópavogur. It already held an informational session for companies in Kópavogur in collaboration with the national umbrella organisation for Corporate Social Responsibility (CSR) Festa (see further below).

The Marketing Office is expected to play a part in Kópavogur's plan to further engage external stakeholders in the municipality to implement the SDGs. MK held a workshop on the implementation of the SDGs for a focus group of diverse local businesses in co-operation with the local administration aiming to prioritise the most relevant SDGs for local businesses and co-create relevant indicators for the sector. The next step in that process is expected to be the launch of a memorandum of understanding with interested companies in Kópavogur to work towards the SDGs. The prioritisation made by the focus group and related indicators

is used as a starting point. MK will be responsible for overseeing the project by providing a toolkit and follow up on yearly indicators, as well as overall coaching and encouragement for local businesses.

Some companies located in the municipality have further started to address sustainability and, in some cases, the SDGs that can provide inspiration for others. One leading example is the bank Íslandsbanki, which has incorporated the SDGs into its core business strategy and reflected them in its new sustainability policy. Figure 3.1 shows how some of *Íslandsbanki*'s activities link to the SDGs, highlighting those selected as priority in the next corporate strategy. The Bank has been particularly successful in promoting gender equality, with senior- and executive-level positions held by men and women equally and Committee chairs occupied by 67% women (as compared to men) (Íslandsbanki, 2019[6]). In 2018, *Íslandsbanki* joined an organisation called Nordic Chief Executive Officers (CEOs) for a Sustainable Future, whose members include several of the largest companies in the Nordic region and whose objective is to work towards the SDGs in cooperation with governmental authorities. Íslandsbanki has further agreed to comply with the new United Nations principles for responsible banking while also being a member of the UN Global Compact and UN Principles for Responsible Investment (PRI) (Íslandssjóðir) (Íslandsbanki, 2019[6]). Íslandsbanki was a pioneer in promoting activity-based work environment in its Kópavogur Headquarters in 2017. In the spring of 2020, the Bank announced that it would be allowing employees to continue working remotely after the Covid-19 pandemic in an organised manner, as a way to decrease CO_2 emissions caused by their commuting, increasing job satisfaction and leading to better use of resources.

Figure 3.1. Activities by *Íslandsbanki* linked to the SDGs

Note: SME: Small- and medium-sized enterprises.
Source: Íslandsbanki (2019[6]), *Presentation given during the OECD fact-finding mission by Íslandsbanki, 26 February 2019.*

Another Icelandic bank with offices in Kópavogur, Arion Bank, has created a Steering Group for sustainability and adopted a sustainability policy. The bank is further part of the UN Global Compact, environmental, social and governance (ESG) reporting and the Global Reporting Initiative (GRI). Another example of a company based in Kópavogur that started to address the SDGs is the international

consultancy company Mannvit, which raises awareness among employees about the SDGs and the importance of reducing CO_2 emissions.

The real estate company Reginn, which owns and operates the Smáralind shopping centre in Kópavogur recently incorporated sustainability and the SDGs in its core business strategy. Its sustainability policy goes beyond sustainable building standards to emphasise six goals that its day-to-day operations affect the most: SDG 3 Good health and well-being, SDG 13 Climate action, SDG 5 Gender equality, SDG 11 Sustainable cities and communities, SDG 7 Sustainable energy and SDG 12 Responsible consumption. The company witnessed improvements between 2018 and 2019 in electricity usage, waste and water management and CO_2 impact and developed a Green Financing Framework in order to issue green financing instruments (e.g. Green Bonds). The proceeds will be invested in "green assets" according to criteria that are aligned with the SDGs (Reginn, 2019[7]). Reginn has further launched a collaboration with the city of Reykjavik and on the C40 Cities Climate Leadership Project where they earned the Best Entry Distinction. The company is also a member of the Green Building Council Iceland, part of the World Green Building Council, and Festa (see below), and is a member of the UN Global Compact and CSR Europe.

Festa, the national umbrella organisation promoting CSR and sustainability in Iceland, promotes the SDGs as long-term strategic thinking in Iceland. Festa was founded in 2011 by six large corporations in Iceland, with the main mission to raise awareness about CSR and sustainability among businesses and the general public. It is open to all types of public and private actors, but most of its 106 members are businesses. Festa provides capacity building for members who wish to integrate sustainability and CSR into their strategies and operations, acting as a "bridge-builder" and catalyst to mobilise partnerships and objectives around social responsibility and sustainability. The organisation is active in organising conferences and meetings between public, private and non-profit actors and has recently entered into a partnership with the Inter-Ministerial Working Group on the SDGs to support the development of a stakeholder engagement strategy. Together they co-hosted a youth conference in April 2019, where both business representatives and activists were invited, with Greta Thunberg making a video appearance. Finally, Festa collaborates with the city of Reykjavík and the municipality of Akureyri, located in the north of the country, on climate issues. Together they have developed a "climate monitor", which is a free online tool that helps to measure the impact of companies, organisations and municipalities on the climate and the environment. It also suggests actions to reduce negative impact. One challenge witnessed in Festa's work is that although several companies have been introduced to the SDGs, many want more information about what to do concretely. In light of the active engagement by Festa, there is scope to engage with the organisation both through national and cross-municipal fora, including the SSH.

Enabling civil society and youth to act for the SDGs in Kópavogur

Following the development of the local strategy, where stakeholder consultation was initially missing, the municipality of Kópavogur has stepped up its efforts in engaging with the wider public, civil society and youth in the definition of local priorities. For example, one further step in implementing the Convention on the Rights of the Child (CRC) in Kópavogur is to involve children and youth in the municipality's issues and decision-making. To do so, the municipality of Kópavogur approached children and youth aged 8 to 15 from 2 elementary schools during Winter 2019/20 and asked them how to best seek advice, co-operate and consult with children and young people on the issues of the municipality. The method was a modified World Café, with predetermined questions. A total of 67 children aged 8 to 15 engaged through small groups and offered their ideas, which will be used for developing work processes to ensure children's and young people's involvement in the municipality's priorities and decisions (Figure 3.2). The results indicate that while some existing channels can be strengthened, tools like social media can be further leveraged to collect for example survey data.

Kópavogur is also working to strengthen the role of the culture houses in the SDGs, namely through the project Waterdrop, focusing on bringing together Nordic children's literature and the 2030 Agenda. The project involves a short-term network between cultural institutions in the three sister cities Kópavogur (IS),

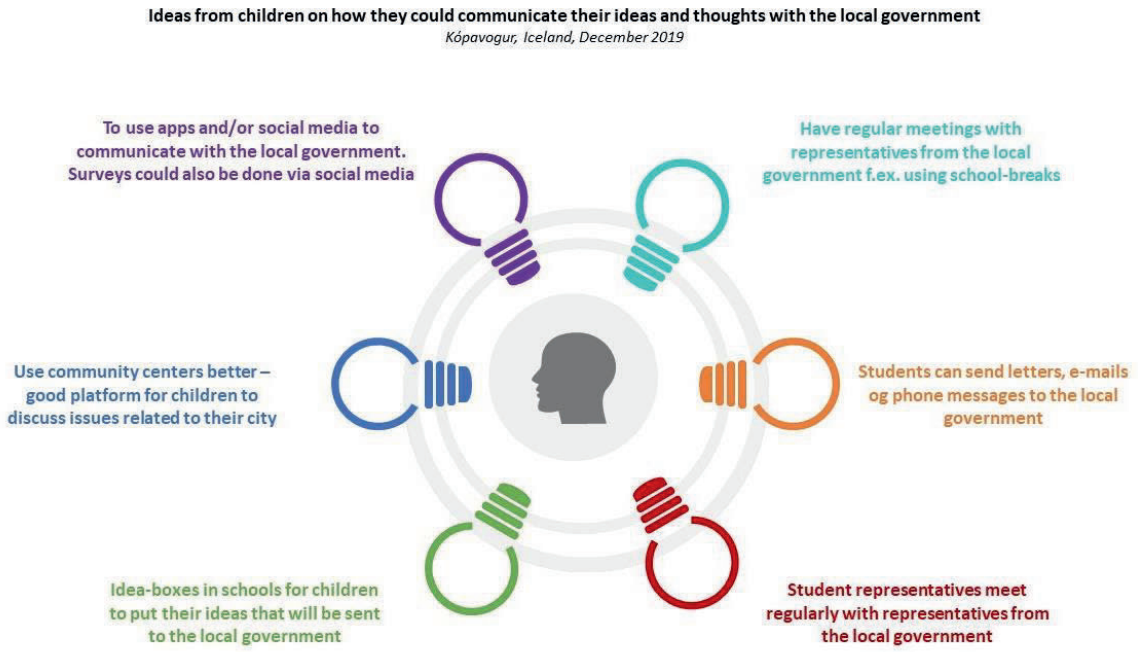
Odense (DK) and Tampere (FI), namely through the Kòpavogur Municipality (IS), H.C. Andersen Museum (DK), The Moomin Museum (FI) and Ilon's Wonderland (EE). The project is cross-disciplinary and draws on the classics of Nordic children's literature to teach children in Iceland and in the Nordic region about the SDGs and Nordic values. The project received the highest awarded grant from The Children's Culture Fund of Iceland in 2020 and directly involves children, through workshops and public events, in the co-creation of the project. The three exhibitions and interactive online educational material developed during the program will be made widely accessible to children of all ages across the Nordic region, raising awareness of Nordic literature, values and the SDGs (Municipality of Kópavogur, 2020[8]).

Kópavogur's Scout club has been very pro-active on the SDGs, developing interactive games and booklets to teach their members about the goals. It is the largest Scout club in Iceland, with over 190 scouts. The club is striving to involve young people in the municipality's work on the SDGs and raise the profile of ideas from their 7- to 9-year age group in town hall meetings, amongst others. The club has also observed a positive side effect of their messaging on the families of their members.

At the national level, the UN Association (UNA) of Iceland is highly active when it comes to promoting the engagement of citizens, the private sector, civil society and local authorities. For example, it has launched the UNESCO Creative Schools Initiative, to which four pilot schools currently adhere, and recently developed a television series about the SDGs, whose ten episodes are shown at prime broadcasting time. UNA Iceland is an observer of the Inter-Ministerial Working Group on the SDGs and contributes to the VNR. They further organise thematic expert meetings every year, where leading CEOs and sometimes the Prime Minister speak. Concerning the role of municipalities in the 2030 Agenda, the association sees "asymmetry" as a key challenge, referring to the small size of many municipalities and the large scope of the agenda.

Figure 3.2. Results from a stakeholder consultation exercise with children aged 8-15 in Kópavogur on how to contribute with ideas to the local government

Based on the participation of 67 children in a World-Café-inspired workshop, 2019



Source: Municipality of Kópavogur (2019[9]), *Results from a stakeholder consultation exercise with children aged 8-15 in Kópavogur on how to contribute with ideas to the local government.*

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4 Policy recommendations and action plan for a Territorial Approach to the SDGs in Kópavogur, Iceland

This chapter suggests concrete policy recommendations and an action plan to enhance the territorial approach to the Sustainable Development Goals (SDGs) in Kópavogur, Iceland. For Kópavogur, key recommendations include stepping up cross-municipal co-operation within the Reykjavík capital area and functional urban area (FUA) in order to tackle challenges that span across municipal administrative borders, such as public transport and waste management. It is further recommended to strengthen the investment in stakeholder engagement, and that the municipality draws on its data-driven policymaking efforts to allocate resources strategically towards priority targets of the local strategy. Leveraging on civil society and the private sector will be key to the implementation of the local strategy and to address the initial largely technocratic, top-down approach taken to strategy development.

Box 4.1. The OECD Checklist for Public Action to facilitate the uptake and implementation of the SDGs

The OECD Checklist for Public Action is directed to governments at all levels to facilitate the implementation of a territorial approach to the SDGs. The checklist provides action-oriented recommendations around five main categories:

- **Planning, policies and strategies**: Use the SDGs to define and shape local and regional development visions, strategies, plans and re-orient existing ones. Cities and regions should use the SDGs to address local challenges that require a holistic approach, such as clean forms of urban mobility, affordable housing, gender equality, access to green spaces, balanced urban development, clean water and sanitation, air quality, solid waste management, territorial inequalities or service delivery.
- **Multi-level governance**: Use the SDGs as a framework to align policy priorities, incentives, objectives across all levels of governments as well as to manage trade-offs and promote synergies across policy areas. In particular, regions and cities should be engaged in the process of Voluntary National Reviews (VNRs) to reflect progress at the subnational level and address regional disparities. Voluntary Local Reviews (VLRs) can also drive better multi-level governance of the SDGs and shed light on local initiatives.
- **Financing and budgeting**: Mainstream the SDGs in budgeting processes to ensure adequate resources are allocated for the implementation of the 2030 Agenda and to foster policy continuity across political cycles. Governments should allocate financial resources based on the identified place-based policy priorities and local challenges, and use the SDGs framework to foster multi-sectoral programmes and priorities.
- **Data and information**: Leverage SDGs data and localised indicator systems to guide policies and actions to better people's lives, and to showcase the performance and positive stories of cities and regions. In particular, for a more comprehensive assessment and policy responses, cities and regions should combine data and indicators at different scales, including administrative boundaries (unit for political and administrative action) and functional approaches (economic geography of where people live and work).
- **Engagement**: Use the SDGs as a vehicle to enhance accountability and transparency through engaging all territorial stakeholders, including civil society, citizens, youth, academia and private companies, in the policymaking process. Cities and regions should use a combination of various tools to engage local stakeholders, such as awareness-raising campaigns, networking opportunities but also de-risking investments in SDG solutions through grants or loans, as well as fiscal incentives for innovative solutions towards sustainability.

Source: (OECD, 2020[11]), A Territorial Approach to the Sustainable Development Goals: Synthesis report, OECD Urban Policy Reviews, OECD Publishing, Paris, https://doi.org/10.1787/e86fa715-en.

Box 4.2. Objectives of the OECD action plan for *A Territorial Approach to the SDGs* in Kópavogur

The main objective of the action plan is to provide Kópavogur with a menu of options for the implementation of the OECD recommendations contained in the SDGs pilot case. The action plan sets out a series of specific actions aiming to support Kópavogur's implementation of the SDGs. In particular, it identifies:

- **Objectives**: The action plan presents a number of objectives for each of the recommendations, in terms of expected outcomes.
- **Practical steps**: The action plan includes a set of actions that can be useful in advancing towards the achievement of the objectives.
- **Possible champions and partners**: This section refers to the stakeholders, institutions or organisations that can play a (leading) role in the execution of the actions.
- **International experiences**: These experiences include relevant practices carried out in the field of localising the SDGs by cities, regions and national governments as well as international organisations that can serve as inspiration. These experiences are not expected to be implemented as such but to provide the region/municipality with a set of examples for the design and development of the suggested actions.
- **Timeline**: To implement the recommendations efficiently, it is necessary to prioritise the recommendations within the short, medium and long term. These time scales are indicative and should be updated as actions are being implemented.

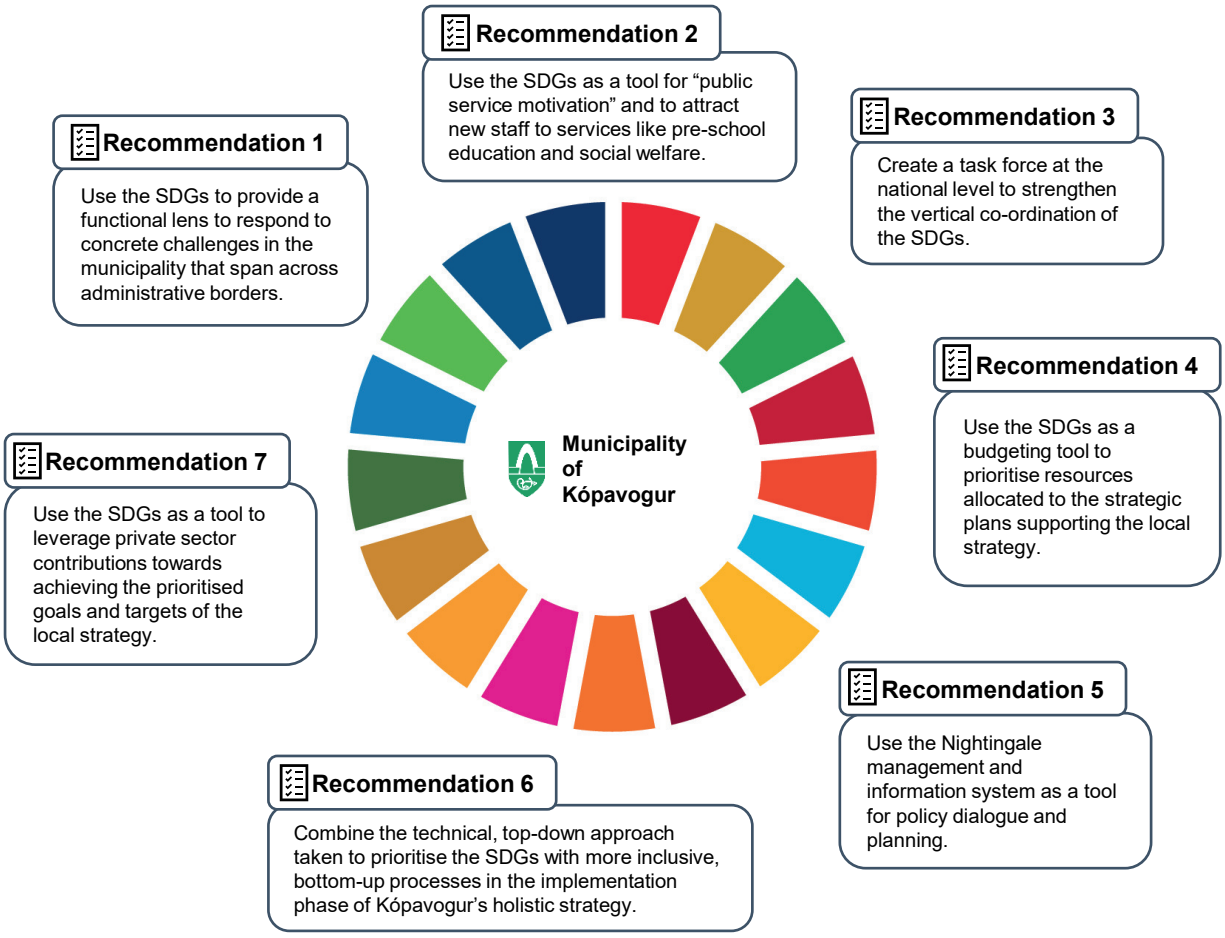
It is important to note that:

- *Actions are not compulsory or binding*: Identified actions address a variety of ways in which recommendations can be implemented and objectives achieved. They represent suggestions, whose adequacy and feasibility should be carefully evaluated in an inclusive manner, involving stakeholders as appropriate. In turn, the combination of more than one action can be explored, if necessary.
- *Resources for implementation should be assessed*: The implementation of actions will require human, technical and financial resources. When prioritising and assessing the adequacy and feasibility of the suggested actions, the resources needed to implement them should be carefully evaluated, as well as the role of stakeholders that can contribute to the implementation phase.
- *The action plan is a dynamic tool*: It needs to be updated as actions start to be implemented and as new potential steps and objectives emerge.

Seven key recommendations for Kópavogur

The seven key recommendations and associated actions outlined in this chapter provide Kópavogur with strategic directions and a menu of options for the implementation of the OECD recommendations contained in the SDGs pilot case. While some measures constitute actions that the municipality can take in the short run, some require joint efforts with key stakeholders, from neighbouring municipalities in the Reykjavík metropolitan area and the national government, to civil society and the private sector. Importantly, Kópavogur needs to seize the opportunity to use its data-driven policy efforts to guide both resource allocation and strategic focus for stakeholder engagement and planning and not let the creation of indexes and information systems be an end in themselves.

Figure 4.1. Seven key recommendations for a territorial approach to the SDGs in Kópavogur



Planning, policies and strategies

Figure 4.2. Action plan to implement OECD Recommendation 1 on using the SDGs to provide a functional lens for concrete challenges in Kópavogur

Recommendation 1

- **Use the SDGs to provide a functional lens to respond to concrete challenges in the municipality that span across administrative borders.**

Taking a long-term view, municipal planning in Kópavogur must consider sustainable, accessible and affordable transport options in the municipality beyond the use of private cars. Public transport provision is addressed in the revised Municipal Plan with plans for its strengthening via cooperation with the larger Reykjavik area in the Borgarlínan project. Kópavogur must also provide opportunities for waste reduction and recycling within the Reykjavik capital area and functional urban area (FUA). The municipal association SORPA is further working on a strengthened waste management and biogas production through the recent Gaja biogas and composting plant.

Actions

- **Use the SDGs as a shared framework to strengthen inter-municipal co-operation within the Association of Municipalities in the capital area of Reykjavík (SHH), including for public transport and waste management.**
  - Use a step-based approach: Start with ad hoc agreements on certain services (transport, waste management) to ultimately move towards metropolitan governance.
- **At the local level, implement incentive schemes to promote car- and ride-sharing designed in collaboration with the private sector.**
- **Improve infrastructure for cycling and walking, which can also bring side benefits for public health.**
- **Raise awareness about the importance of waste reduction and increase opportunities to reduce and recycle waste.**

Actors

- Municipality of Kópavogur
- Public service providers
- SSH
- Private sharing economy companies

Timeline

- Short-term
- Medium-term
- Long-term ✓

Relevant international experience

Harelbeke, Belgium

In Harelbeke, Belgium, an initiative called High Five helped the city to reduce air pollution from traffic generated around schools during pick-up and drop-off hours by incentivising the children to either walk or cycle to school. By giving a "high five" to yellow check-in poles placed at optimised routes, students collect points on the online portal and get rewarded for their sustainable travel choice.

Sweden

In Sweden, collaboration between municipalities through so-called "common committees", which are not legal entities but a less formal type of agreement, are common for joint service delivery.

The OECD International Transport Forum (ITF)

The OECD International Transport Forum (ITF) have conducted shared mobility simulations in a number of cities in OECD countries, showing how shared mobility solutions can drastically improve equality of access to services and job opportunities, while reducing individual car use (ITF, 2020).

Figure 4.3. Action plan to implement OECD Recommendation 2 on using the SDGs as a tool for "public service motivation" and for attracting new staff to key services

Recommendation 2

- **Use the SDGs as a tool for "public service motivation" and for attracting new staff to services such as pre-school education and social welfare.**

Connecting the work in the municipality with a wider purpose can help to motivate public employees, while further attracting purpose-driven individuals to these less financially competitive jobs and increase the quality of education and social welfare services.

Actions

- **Mainstream the SDG work in the municipality to attract purpose-driven individuals to less financially competitive jobs.**
- **Explore partnership opportunities with civil society and local businesses to boost innovation, in social services for the disabled and in education for example.**
- **Include the SDGs in education curricula at all levels (pre-school, primary, secondary and tertiary).**

Actors

- Municipality of Kópavogur
- School principals and teachers
- Civil society and local businesses

Timeline

Short-term	Medium-term	Long-term
✓	✓	✓

Relevant international experience

Vejle, Denmark

In the municipality of Vejle, Denmark, two urban farms have been designed in a partnership involving the municipality, the private sector and the Red Cross to provide a common framework for providing education and training to vulnerable populations, while increasing quality of life, fostering local involvement and inclusion, and showcasing contribution towards the 17 SDGs at the local scale. This type of initiative can help to stimulate innovation in local administration and attract purpose-driven individuals.

Multi-level governance

Figure 4.4. Action plan to implement OECD Recommendation 3 to create a Task Force at the national level to strengthen vertical co-ordination of the SDGs

Recommendation 3

- **Create a task force at the national level to strengthen the vertical co-ordination of the SDGs.**

Improving co-ordination across levels of government and fully exploiting existing mechanisms can help to avoid duplicities/and overlapping actions aiming to support the implementation of the SDGs. The ultimate objective of the taskforce should be to have a common national SDGs policy that each level of government should take forward according to its responsibilities and competencies.

Building on the informal dialogue taking place among key local and national stakeholders and on the forum created by the Icelandic Association of Local Authorities, the task force could be comprised of the Ministry of Transport and Local Governments, the Inter-Ministerial Working Group on SDGs, Statistics Iceland, the Icelandic Association of Local Authorities and some leading municipalities.

Actions

- **Define priorities for the task force. Options could be:**
  - Developing indicators for municipalities.
  - Designing and implementing policies/actions to localise the SDGs.
  - Defining a stakeholder engagement strategy to leverage efforts towards the implementation of the SDGs.
- **Use the Voluntary National Review (VNR) process to strengthen collaboration with the national government.**
- **Promote peer-to-peer learning and knowledge exchange among Icelandic municipalities in the implementation of the SDGs.**
- **Showcase the Kópavogur data-driven model as a best practice on the development of indicators.**
- **Use the forum created by the Icelandic Association of Local Authorities (53 member municipalities) to discuss results achieved by the task force on SDGs and indicators.**

Actors

- Inter-Ministerial Working Group on SDGs
- Ministry of Transport and Local Governments
- Icelandic Association of Local Authorities
- SSH
- Statistics Iceland

Timeline

- Short-term ✓
- Medium-term ✓
- Long-term ✓

Relevant international experience

Japan

The Japanese government has expanded its SDG Action Plan 2018 to increase national support to local governments, focusing mainly on the localisation of the SDGs through its Future Cities initiative comprising 29 local governments, 10 of which have been selected as SDG Model Cities and are receiving financial support from the national government to implement their SDG strategies. Kitakyushu was one of the first Model Cities in Japan and has put in place an SDG Future City Promotion Headquarters, headed by the mayor.

Germany

In Germany, the federal government provides technical and financial support to municipalities to implement the SDGs through a multi-level government framework, the Service Agency Communities in One World (SKEW) of Engagement Global and the Federal Ministry for Economic Co-operation and Development (BMZ). A key feature of this project is the involvement of all levels of government, while connecting with international governance agents such as the United Nations.

Financing and budgeting

Figure 4.5. Action plan to implement OECD Recommendation 4 on using the SDGs as a budgeting tool to prioritise resources

Recommendation 4

- **Use the SDGs as a budgeting tool to prioritise resources allocated to the strategic plans supporting the local strategy.**

The SDGs can help to provide a budgeting tool to prioritise resources for the 2030 Agenda as a holistic framework within the various departments of the local administration. In particular, as implementation moves ahead according to the thematic areas of the strategic plans, the allocation of financial resources can be linked to key SDGs targets under the strategic plans rather than through siloed departmental tasks.

Actions

- **Use the strategic plans to allocate resources to prioritised SDG targets, prioritising actions/initiatives that add the highest value in the implementation of the SDGs.**
- **Use the SDGs as a holistic framework cutting across sectors and breaking policy silos to prioritise actions that meet inter-connected challenges.**
- **Strengthen the use of participatory budgeting linked to the SDGs, including the current participatory budget platform OKKAR.**

Actors

- Municipality of Kópavogur
- Civil society and the public

Timeline

- Short-term ✓
- Medium-term
- Long-term

Relevant international experience

Bristol, United Kingdom

In the United Kingdom, Bristol has established a new mechanism to harness locally the resources needed to implement the SDGs. The Bristol City Funds is a mixed funding mechanism that provides loans and grants to deliver key priorities under the One City Plan. Bristol's council is also considering how to leverage the potential of its procurement policy to advance the implementation of the SDGs.

Helsinki, Finland

The city of Helsinki, Finland, has developed a participatory budgeting card game aimed at making the participatory process more inclusive and easier to access. EUR 4.4 million will be allocated annually to participatory budgeting.

Data and information

Figure 4.6. Action plan to implement OECD Recommendation 5 to use the Nightingale management and information system as a tool for policy dialogue and planning

Recommendation 5

- **Use the Nightingale management and information system as a tool for policy dialogue and planning.**

The software can be used to bring stakeholders together to discuss the key areas of strengths and weaknesses of the municipality and shine light on synergies and trade-offs between the goals to ensure policy choices match policy objectives.

Actions

- **Assess the Kópavogur's progress towards the SDGs using data and indicators from Nightingale and the OECD localised indicator framework.**
- **Engage in a multi-stakeholder policy dialogue to develop composite SDGs indexes used in Nightingale, combining statistical methods and stakeholder consultations when assigning the weights for the indexes in a transparent way.**
- **Quantify interactions between SDGs through the development of a matrix.**
- **Showcase progress towards the SDGs on a dashboard, including different actors' contributions and the interlinked nature of the goals.**

Actors

Municipality of Kópavogur

Timeline

Short-term	Medium-term	Long-term
✓	✓	✓

Relevant international experience

Córdoba, Argentina

In Córdoba, Argentina, the province used the ISC (2017) scoring methodology to develop a matrix approach for assessing SDG interactions. The provincial government invited different stakeholders to participate in the process, from researchers to private companies and civil society. The province has also developed an open data portal to report indicators as well as governmental actions towards the SDGs.

Hawaii, United States

The Hawaii Green Growth initiative provides a platform and impact dashboard where actors can see how the state is performing, and a platform for private and public actors to develop partnerships and make contributions to the goals.

OECD

The OECD has proposed a detailed methodology for developing composite indexes for SDGs that helps visualise progress and compare OECD cities and regions (see OECD (2020), A Territorial Approach to the Sustainable Development Goals: Synthesis Report*)*

Engagement

Figure 4.7. Action plan to implement OECD Recommendation 6 to combine the technical, top-down approach taken to prioritise the SDGs with more inclusive, bottom-up processes

Recommendation 6

- **Combine the technical, top-down approach taken to prioritise the SDGs with more inclusive, bottom-up processes in the implementation phase of Kópavogur's holistic strategy.**

Combine the technical, top-down approach taken to prioritise the SDGs with more inclusive, bottom-up processes in the implementation phase of Kópavogur's strategy. Planning the next steps through the policy committees is a step in the direction towards a more participatory approach, making the link between the administration and elected representatives when planning for implementation of the strategy. The online engagement tools that were developed by the municipality and put to use in September 2019 are also signs of strengthened efforts to increase ownership of the SDGs and mobilise support for its implementation by local stakeholders.

Actions

- **Use the policy committees to build a dedicated process for stakeholder engagement with co-designed actions for implementing the SDGs in Kópavogur.**
- **Involve the local Youth Council, schools, the Scout club and cultural institutions as important agents for change.**
- **Raise awareness of the SDGs, through a marketing campaign showing Kópavogur as an SDG town with flags, signs and other visual materials for instance.**

Actors

- Municipality of Kópavogur
- Local Youth Council, schools and the Scout club
- Cultural institutions

Timeline

Short-term	Medium-term	Long-term
✓	✓	✓

Relevant international experience

Flanders, Belgium

In the region of Flanders, the Flemish Association for Cities and Municipalities (VVSG) has developed a thorough awareness-raising campaigns that could serve as inspiration for Kópavogur, complied in a booklet describing 50 awareness raising initiatives, such as the SDG week where the municipalities involve local actors in different SDG-related activities and raise the SDG flag at the town hall.

Bonn, Germany

The city of Bonn, Germany, also been creative in engaging local residents, such as through 17 "SDG days" and the Climate Ambassadors project, whereby students in primary schools receive a climate "driving licence" to demonstrate their commitment to climate action.

Figure 4.8. Action plan to implement OECD Recommendation 7 on using the SDGs as a tool to leverage private sector contributions

Recommendation 7

- **Use the SDGs as a tool to leverage private sector contributions towards achieving the prioritised goals and targets of the local strategy.**

Public procurement and Public Private Partnerships can help to structure private sector contribution towards the SDGs, stimulating innovative business ideas to solve SDGs-related challenges. The first steps by the Marketing Office, including to develop a memorandum of understanding for local businesses around the SDGs, is a good starting point. Festa could support such an initiative, connecting the local business community of Kópavogur to the Icelandic scene. Companies can also learn from each other's practices and contribute to immediate solutions to key issues in Kópavogur, like for example reduced individual car dependence by single individuals through car pools, car-sharing schemes or increased opportunities for teleworking among staff, like undertaken by Íslandsbanki.

Actions

- **Establish a platform for businesses to exchange experiences around the SDGs hosted by the Kópavogur Marketing Office, where the "frontrunners" could share their experiences with those getting started.**
- **Use of instruments such as public procurement and public-private partnerships to stimulate innovative business ideas to solve SDGs-related challenges, such as car dependence.**
- **Find potential synergies with UN Global Compact initiatives for further leverage.**

Actors

- Municipality of Kópavogur
- Kópavogur Marketing Office
- Festa centre for CSR
- Private companies

Timeline

Short-term	Medium-term	Long-term
✓	✓	✓

Relevant international experience

Sønderborg, Denmark

The municipality of Sønderborg, Denmark, leverages public-private partnership (PPP) in line with the regional development strategy priorities. The Centre for Industrial Electronics (CIE) was established through a PPP in 2017, including the University of Southern Denmark, the region of Southern Denmark, the companies Danfoss and Linal, headquartered in Sønderborg. Having suffered a shortage of engineers the companies decided to invest in attracting a future work force to the local area by establishing the CIE.

Flanders, Belgium

In Flanders, a partnership between the Flemish Environment Agency, private companies, civil society and other knowledge actors called Circular Flanders has been instrumental in promoting circular procurement in the region through Green Deals, with an estimated market of EUR 1.3 billion.

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