

2nd OECD Roundtable on Cities and Regions for the SDGs

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Issue Notes



The City of Bonn, Germany: BUILDING ON A SUSTAINABLE DEVELOPMENT TRADITION TO ACHIEVE THE SDGs

Key highlights

- The City of Bonn has gone through a comprehensive process to localise the SDGs through its new Sustainability Strategy, supported by the Federal Ministry for Economic Cooperation and Development alongside 14 other pilot cities and municipalities in Germany.
- The city is using the SDGs to address concrete challenges of the local community, such as sustainable mobility, energy and the trade-offs between affordable housing and green spaces.
- Implementation of the strategy can help to ensure broad-based support for the 2030 Agenda, with a potentially expanded role for local businesses and education to contribute to achieving the SDGs in Bonn and abroad.

Following the transition of Germany's Federal Capital from Bonn to Berlin in 1991, the City of Bonn developed a new profile focusing on its role as Germany's UN City and growing sustainability hub for key players from all sectors.

Under the slogan "UN in Bonn: shaping a sustainable future", the UN Campus hosts organisations working on topics like climate change (e.g. UNFCCC), desertification (e.g. UNCCD), disaster risk reduction (e.g. UNISDR, UN-SPIDER), education (e.g. United Nations University, UNESCO-UNEVOC) and volunteerism (UNV), among others. The Global Campaign Centre of the UN SDG Action Campaign is further located in Bonn. The UN Campus forms part of a wider community of actors focussing on sustainability, including NGOs, academia and businesses.

The City of Bonn has a long-term commitment to sustainable development. This can be seen – inter alia - through its engagement in Local Agenda 21 since 1997, certification as Fair Trade Town since 2010 and as signatory of the resolution by municipalities to support the 2030 Agenda in February 2016. Bonn's first sustainability

strategy, developed in the context of the 2030 Agenda, was officially adopted by the City Council in Feb 2019.

The 2030 Agenda is seen as an excellent opportunity to bring together the city's global responsibility agenda with actions promoting sustainable development within the city itself. As such, the Sustainability Strategy was designed to respond to key challenges and strengths of the city, for which some SDGs were identified as particularly relevant (Figure 1). For example, clean air and reduced CO₂ emissions are high on the political agenda in Bonn. As several other German cities, Bonn is struggling to reduce NO₂ levels to comply with European norms. This is particularly challenging in light of Bonn's growing population and persistently high rates of individual motorised vehicle traffic in the city, due to – among other things - high commuter flows. Mobility is thus a hot topic in the public debate. Increasing rents is another challenge dealt with by the city within the confined city limits and the desire to keep its green spaces intact (50% of the city's surface are protected green areas).

Figure 1. Key SDGs for the City of Bonn



Bonn' Sustainability Strategy is developed with the support of the Federal Ministry for Economic Cooperation and Development (BMZ). In this process, Bonn is one of 15 pilot cities, municipalities and administrative districts in North Rhine Westphalia (NRW) that participated in the pilot project "Global Sustainable Municipality in NRW", funded by BMZ and implemented by the Service Agency Communities in One World of Engagement Global.

Key priority areas of the strategy are: i.) Mobility; ii.) Climate and energy; iii.) Natural resources and environment; iv.) Labour and business; v.) Social participation and gender; vi.) Global responsibility. Existing plans and projects have funds for some measures included in the strategy (e.g. education), while some will require case-by-case decisions by the city council (e.g. some mobility-related measures).

The City of Bonn has produced key indicators on sustainable development since 2002. The current sustainability report, covering 2016-2018, includes 55 key indicators structured around four main categories: wellbeing, social justice, environmental quality and resource efficiency, and economic efficiency. It applies a traffic light system to visualise whether the trends are moving in the desirable direction. In this most recent sustainability report, the SDGs have come further into focus and the indicator set was enlarged to cover further SDG-relevant dimensions.

Taking a holistic view, the City of Bonn identifies SDG 11 as a guiding theme for the city, in particular for generating synergies with SDG 7 and SDG 13. Energy-efficient building standards, provision of clean and affordable energy and low-carbon means of transport are key to meet the required CO₂ emission standards while at the same time developing the city sustainably. Moreover, SDG 4

(education) is central to keep the employment rate high in a labour market characterised by high-skilled jobs. The city thus uses the SDGs to analyse and address interlinked challenges.

Bonn is growing into a popular hub for small and medium enterprises (SMEs) focussing on sustainability as part of their core business. The Chamber of Industry and Commerce also sees Bonn as a vibrant environment for social entrepreneurship and is supporting companies to connect with each other around common themes.

The City of Bonn has made great efforts to raise awareness of the SDGs among the public. Campaign initiatives include the annual Bonn SDG-Days to give SDG initiatives in the city visibility and to advocate for wide support for the SDGs by showcasing individual actions. Prior to the 2030 Agenda, the city already successfully engaged in collaboration with primary schools in the Climate Ambassadors initiative. In 2019 alone, more than 50 percent of the city's primary schools participated. Since 2012, more than 10.000 primary school students became Climate Ambassadors. The concept was presented to local schools in several of Bonn's partner cities.

While social participation, gender and business development are included among the priorities in the Sustainability Strategy, environmental issues and urban planning are predominant in the perception of sustainable development. The SDGs offer an opportunity to broaden this perspective and look at interlinkages between socio-economic and environmental goals. For example, addressing climate change and maintaining the city's green spaces, while at the same time catering for a growing population and the need for affordable housing, is key to Bonn's future development potential.

FORWARD LOOKING POLICY RESPONSES

Embed the horizontal coordination and multi-stakeholder mechanisms set up in the development of the strategy in the organisational structure of the city administration. This will help to ensure broad-based support to the implementation and further development of the strategy through to 2030, conveying multiple stakeholders around e.g. funding decisions.

Strengthen the vertical coordination for implementing the SDGs, including in the work on indicators and reporting, with stronger direct involvement by cities and municipalities in national processes. In order to raise its SDGs profile internationally, the city can start to align its reporting more closely with the UN format for the VNR. Engagement Global and the German Associations of Cities and Municipalities can play a key role in advocating for enhanced involvement and visibility at national level.

Integrate the extensive context specific data on SDGs with an international comparable indicator framework to allow identifying strengths and weaknesses compared to the national and OECD averages. While benchmarking at national and international level can be useful to identify areas for improvement, this does not replace context-specific indicators.

Step up efforts by the City of Bonn to connect with the business community on the SDGs. Providing a platform that allows businesses to connect will help seize the private sector's contribution to the SDGs. Support to local Small and Medium sized Enterprises (SMEs) working on sustainability by e.g. R&D grants to help their contribution to the SDGs can be considered.

Strengthen the work on citizen engagement and expand the work on SDGs in the education system, including the Vocational Education and Training System, helping to shape the habits and lifestyles (e.g. sustainable mobility and consumption) of future citizens. Awareness-raising efforts could be linked to HLPF priority SDGs each year to connect with global visibility.

Use the SDGs to analyse policy interlinkages and promote synergies between the goals. Participatory urban planning can further help to link all dimension of sustainability while preventing social issues from becoming worsened or entrenched (e.g. housing, long-term unemployment).

The Province of Córdoba, Argentina: THE SDGs AS A TOOL TO PROMOTE SOCIAL INCLUSION

Key highlights

- The current proactive role of the Province of Córdoba on localising the SDGs aims to give continuity to the social inclusion agenda and work on well-being.
- The Province is using the SDGs to develop its Strategic Guidelines 2030, through a participatory multi-stakeholder process engaging the private sector, civil society and youth.
- The province has co-produced, together with local stakeholders, a Matrix to identify drivers of social inclusion and to measure links between the environmental/economic SDGs and the social SDGs.

The province of Córdoba is using the 2030 Agenda for improving the effectiveness of its governmental actions.

The *Memoria de Gestion Gubernamental* (2017) already aligned the three axes of governmental action with the SDGs (Figure 1), which have been further strengthened in the third *Memoria de Gestion Gubernamental*. The provincial government stresses in these reports that sustainability is a key principle guiding the actions of the government, which aim to build a “Sustainable State” enabling all the inhabitants of the province to enjoy a better quality of life.

The province sees in the 2030 Agenda an opportunity to advance and strengthen its management model. This is because: i) it promotes evidence-based policies and the monitoring of people’s well-being and living conditions, ii) it is based on globally agreed long-term goals and targets; iii) it promotes the cooperation with and the engagement of territorial stakeholders; iv) it is a tool that allows to coordinate with the national level.

The provincial government has a strong focus on social inclusion and well-being policies. Because of Argentina’s federal structure, the province of Córdoba is responsible for many of the policies that have a very direct impact on people’s lives. In view of the volume of resources devoted to fulfilling its well-being responsibilities and the growing demand for information, the provincial government was prompted to initiate the development of a framework of well-being indicators. Consequently, the province started a collaboration with the OECD on “How’s life in the province of Córdoba, Argentina?”, which has produced over 30 statistical indicators that help analyse the performance of the province in 12 well-being dimensions in comparison with 391 regions of 36 OECD countries and 98 regions of Latin America.

The current proactive role and activities of the province of Córdoba on SDGs aims at giving continuity to the social inclusion agenda and to the work on well-being.

For this reason, the Province of Córdoba focuses on the social SDGs, in particular on the SDGs from 1 to 5. At the same time, to make the most of the inter-connected and holistic framework of the 2030 Agenda, the province has

co-produced a Matrix (Figure 2) together with territorial stakeholders to identify and measure the synergies and the trade-offs among the social and the other SDGs.

Figure 1. Three Axes of Governmental Action in the Province of Córdoba



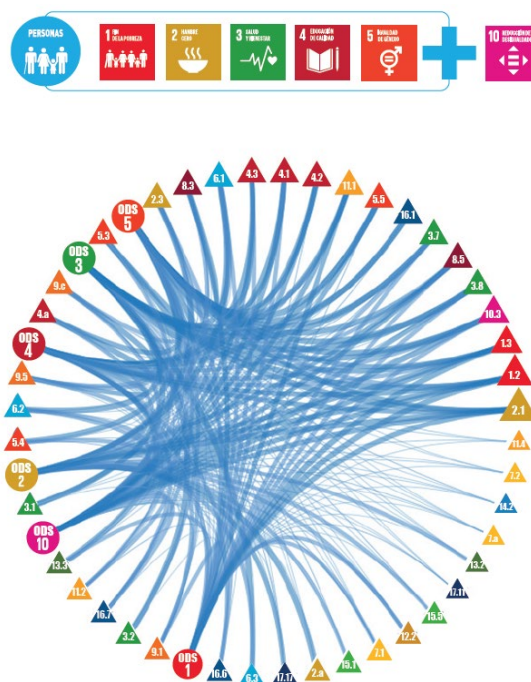
Source: Memoria de Gestion Gubernamental (2017).

To promote vertical coordination in the implementation of the 2030 Agenda, the province has signed a Cooperation Agreement with the National Council for the Coordination of Social Policies (*Consejo Nacional de Coordinación de Políticas Sociales - CNCPS*). The CNCPS provides guidelines and methodological suggestions for the incorporation of the SDGs as a management and planning tool at the sub-national level, while the province will participate in the in the "Provinces Report", which describes the progress on the adoption of the SDGs.

The Province of Córdoba has taken several steps to involve citizens in the work of the 2030 Agenda. First, it launched the **Open Government Roundtable** (Mesa de Gobierno Abierto) composed by civil society organizations, including representatives of some universities, responding to the Open Government ambition in the province. The province is further working on the **Open Government Portal**, which provides "data with sense" on Governmental actions on the SDGs to the public. This portal, as well as the intensive work carried out by the province on well-being data and SDGs indicator respond to one of the key challenges identified in OECD's Territorial Review of Córdoba (2016), namely the lack of availability of, and access to, reliable data and statistics as well as governance issues around transparency and accountability.

The private sector and the civil society are active on the SDGs, but their actions are quite isolated. The **lack of a common platform** to coordinate the ongoing efforts of the territorial stakeholders, in particular private sector and civil society, is a challenge and a possible area of improvement for the future. In addition, the **institutionalisation of the process towards 2030** emerged as another challenge in the province

Figure 2: Matrix to identify "key drivers" of social inclusion



Source: Secretaría General de la Gobernación (2019), Córdoba hacia el 2030 - Tercer taller, Los Objetivos de Desarrollo Sostenible en el contexto local

FORWARD LOOKING POLICY RESPONSES

Córdoba has identified three strategic lines of action to support the implementation of the SDGs:

1. Strategic and multilevel governance of the Agenda 2030

Continue to use the SDGs to develop the Strategic Guidelines 2030 for the Province of Córdoba. The 2030 Agenda and its horizon can provide an appropriate framework to gather the territorial stakeholders and jointly define the guidelines for the province of Córdoba, potentially leading to a development strategy. To this extent, **use the Matrix to account for the drivers of social inclusion and manage trade-offs between the environmental/economic SDGs and the social SDGs.** The matrix should allow for identifying and prioritising key sectors that can drive the social inclusion, while promoting synergies across these sectors.

Institutionalise the process towards 2030 by developing Strategic Guidelines 2030. The 2030 Agenda offers the opportunity to develop a joined and multi-stakeholder process with clear goals and targets. The institutionalisation of the process and the definition of the Strategic Guidelines towards 2030, can allow for going beyond political cycles in the SDGs implementation.

2. Broaden the collaboration with all type of actors

Provide platforms for coordinating and sharing knowledge on the actions of the private sector and civil society, possibly in the framework of the Strategic Guidelines 2030 for Córdoba, where all the actions by

public and private sectors, as well as civil society, can contribute to shared and common goals.

Support the private sector on the SDGs through public procurement, for example public procurement can include a percentage related to the criteria of ISO certification, making sustainability a key principle.

Collect and share good practices on the role of the private sector and civil society for the SDGs. As a first step, the province could collect the good practices related to SDGs and upload them on the open data portal, so they will also appear in the Memoria de Gestión. As stressed by the association of industries, there is a survey and database on business competitiveness that can be made available and linked to the SDGs.

3. Measuring and sharing

Build on the work on well-being indicators to localise the UN indicator framework for SDGs to define the set of targets and indicators that are the most relevant for Córdoba. The SDGs could also be used to define concrete values that the province would like to achieve.

Continue the efforts to increase the availability and the dissemination of data to citizens and civil society. This will contribute to bridge the information gap that is hindering the engagement of the civil society in the 2030 Agenda. Strengthening the collaboration with the media could contribute to better dissemination of information on the provincial government's actions on SDGs and raise awareness on the 2030 Agenda in the province.

The Region of Flanders, Belgium: IMPLEMENTATION OF THE SDGS THROUGH MULTI-STAKEHOLDER PARTNERSHIPS

Key highlights

- The Flemish government is experimenting with an innovative governance model that aims to break policy silos and adopt a multi-stakeholder approach to the 2030 Agenda.
- Many municipalities are working to mainstream the SDGs into their policy planning processes and are communicating vividly with their local citizens.
- The active role of private sector and civil society actors provide fruitful grounds to implement a territorial approach to the SDGs in Flanders.

Actors across the region of Flanders demonstrate strong commitment towards localising the 2030 Agenda in a holistic way. The shared perception among public and private actors, including civil society, appears to be that the transformative nature of the 2030 Agenda calls for new solutions beyond business-as-usual. Flemish actors are thus favouring transversal, multi-stakeholder and bottom-up approaches. Nonetheless, there is still room to capture the potential of the 2030 Agenda to break policy silos and change the status quo.

Sustainable development strategies are in place since 2006 in Flanders, with updates every five years. A Decree from 2008 further determines sustainable development as an inclusive, participative and coordinated process. The second Flemish Strategy for Sustainable Development (2011) placed strong emphasis on innovation and introduced a transition approach to achieving a long-term

vision for Flanders. This focus remains in the current government's vision: Vision 2050.

Vision 2050 outlines seven priority transitions towards which the region strives (Figure 1). To achieve this, a governance model based on transition management principles (i.e. system innovation, taking a long-term perspective, involving stakeholders through partnerships, engaging in co-creation and learning from experiments) has been in place for the last 3 years.

Flanders has also started translating the 2030 Agenda into the local context through "Focus 2030: Flanders' Goals for 2030", which is the key document guiding the implementation of the SDGs. Both Vision 2050 and Focus 2030 are umbrella strategies bringing together other plans, concepts and policies. In particular, Vision 2050 stipulates that sustainability is a guiding principle for all policies.

Figure 1. Priority Transitions in Flanders' long-term vision, Vision 2050



Flemish cities and municipalities play a key role in the implementation of the 2030 Agenda and the SDGs, including when developing their local strategies and plans. Flemish municipalities are tapping into current political momentum to address the SDGs in local policy development processes. Following the local elections in October 2018, many new local administrations are integrating the SDGs in the new 6-year policy plans (covering 2020-2025). Municipalities participating in a SDG-pilot project implemented by the Association of Flemish Cities and Municipalities (VVSG) are being supported in this endeavour, including by using the “SDGs Circle Exercise” as a popular tool to incorporate the SDGs in local policies and projects (Figure 2).

In the Belgian context, coordination between federal and regional levels, including harmonisation of indicators at all levels, is challenging. One key reason for this is that each government has their own strategies and set of goals linked to their own competences. This means that strategies are not necessarily coordinated or aligned, even if regular updates are provided between different governments. The first Belgian VNR preparation, coordinated through the Inter-ministerial Conference for Sustainable Development, involved federal and regional governments, whereas the municipal level could have been more involved.

The tradition of stakeholder engagement is highly visible in Flanders, where multi-stakeholder platforms like the Strategic Advisory Councils and the civil society campaign Perspective 2030 contribute to advising and holding regional and local governments accountable for their commitment to the 2030 Agenda.

The Chamber of Commerce’s (VOKA) Charter on Sustainable Entrepreneurship offers companies the opportunity to work on sustainable entrepreneurship using an action plan based on the SDGs. Public institutions also influence and engage with private sector stakeholders

by using their purchasing power related to public procurement. Both the Flemish government and municipalities apply Sustainable Public Procurement (SPP) to ensure public spending supports responsible business conduct that promote social and environmental goals.

Figure 2. Game board 17 SDGs: Circle Exercise



Source: VVSG (2018).

Lastly, Flanders has also mainstreamed the SDGs into their Decentralised Development Cooperation (DDC) agenda. The region is supporting the implementation of the Agenda 2030 in partner countries and promotes the exchange of best practices. This peer-to-peer learning mechanism is an innovative feature of the region. Other elements of adaptation of the Flemish development cooperation policy to the new [development] paradigm of the 2030 Agenda for Sustainable Development are a more systematic integration to leave no one behind and a multisector approach including the introduction of social innovation elements.

FORWARD LOOKING POLICY RESPONSES

Use the SDGs as a framework to enhance strategic alignment between federal, regional, provincial and municipal sustainable development strategies and enhance interaction with stakeholders taking advantage of the common language and shared goals of the framework. A possible way forward could be to ensure more interaction between advisory councils at different levels of government.

Continue to support cities and municipalities to implement the 2030 Agenda holistically, respecting their role and competences, including expanding the SDG-pilot project work by VVSG, as well as awareness-raising efforts to reach all 300 municipalities.

Improve the coordination in the development of SDGs indicator frameworks and reporting tools, including involving municipalities in the VNR and in defining indicators. This could further help to clarify future reporting requirements by municipalities and promote the

use of common indicators and targets (where feasible) to measure progress towards the SDGs.

Create an open data platform where civil society can be involved in monitoring progress towards the SDGs. Through this open data platform, reporting on progress by all levels of governments can be made transparent, allowing citizens to provide their inputs and feedback.

Use the SDGs as a budgeting tool to ensure implementation of the Flemish government’s Focus 2030 strategy. The SDGs can provide a useful framework for convening stakeholders from different policy domains around financial decisions and could help to show accountability for the agenda.

Ensure uptake of good practices related to sustainable public procurement, using it as a tool to leverage private sector contribution to the SDGs. Practical examples should be promoted across the region, including through the government’s multi-stakeholder transition spaces.

The City of Kitakyushu, Japan: LINKING PLANET TO PEOPLE AND PROSPERITY TO PROMOTE THE SDGs IN KITAKYUSHU

Key highlights

- The City of Kitakyushu is part of the national government’s SDGs Future City programme and has started to link all its major plans to the SDGs, including targets and indicator frameworks.
- Collaboration between the local government, industries and civil society helped the City of Kitakyushu overcome severe pollution in the 1960s, inspiring a culture of turning environmental challenges into development opportunities.
- The 2030 Agenda presents an opportunity to address the social challenges of the city by linking and promoting synergies between the environmental SDGs and the social/economic SDGs.

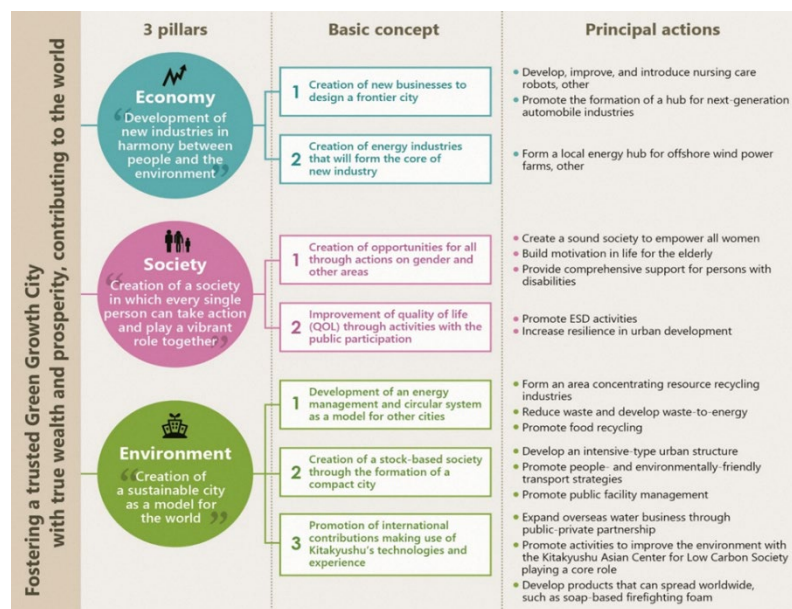
The City of Kitakyushu has been very successful in turning one of its main problems, high levels of pollution in the 1960s, into a strength while applying the concept of green growth and developing an economy based on recycling and green industries, and sustainable and renewable energy. Collaboration between the local government, the industries and civil society - in particular women’s associations - was key to overcoming the issue of pollution. It constitutes a good practice promoted by the City of Kitakyushu to face current challenges, like the need to engage elderly population in social activities and secure appealing jobs for young people to prevent further population decline.

Building on its long-term commitment to sustainability, the city has developed its vision “Fostering a trusted Green Growth City with true wealth and prosperity, contributing to the world”, within the framework of the SDGs Future City programme launched by the Cabinet Office of the Japanese Government. The programme focuses on three

pillars – Economy, Society and Environment – and 17 specific measures to implement it (Figure 1). Kitakyushu had identified eight SDGs that represent the main strengths of the city, mainly linked to the environmental dimension (SDGs 5, 7, 8, 9, 11, 12, 13 and 17), and now has been working on updating those priority goals through the Kitakyushu City SDGs Council. Kitakyushu was selected for the Eco-Model City in 2008 and for the Future City initiatives in 2011, as well as one of 10 Model SDGs projects for the SDGs Future City programme in 2018.

The City of Kitakyushu is also actively supporting cities in developing countries through decentralised development cooperation, in particular environmental activities like waste and water management. The SDGs offer a key opportunity to further develop the link between local development activities in the city itself and to promote good practices in partner countries.

Figure 1. Vision and Actions for the Kitakyushu SDGs Future City Plan



Source: Kitakyushu City the SDGs Report 2018





The City of Kitakyushu was – together with New York City - the first local government to present a “Local Voluntary Review” at the UN High Level Political Forum in 2018. In collaboration with the Institute for Global Environmental Strategies (IGES), the city presented the Kitakyushu Sustainable Development Report 2018, which is based on the UN handbook for preparation of Voluntary National Review.

The City of Kitakyushu is now incorporating the SDGs into its various development plans, including establishing indicators relevant for the SDGs in their monitoring. Under the Kitakyushu City Plan for the SDGs Future City, 22 indicators have been established in collaboration with the national government (Figure 2). Additional indicators will be identified through the OECD programme.

The city of Kitakyushu has established an institutional and governance framework to implement the SDGs. The key structures include the SDGs Future City Promotion Headquarters, strengthening collaboration and coordination across departments, under the direct leadership of the Mayor. The city also established the Kitakyushu City SDGs Council, which is expected to provide advice on the implementation of the SDGs through the engagement of eight experts in environmental, economic and social fields from civil society, private sector, finance and academia. The city also created the Kitakyushu SDGs Club, which is open to everybody - citizens, companies, NGOs, schools, etc. – with the aim to raise awareness on 2030 Agenda, promote SDGs activities and foster collaboration.

Civil society, universities and research institutes, as well as private sector actors, are also engaged on the SDGs. For example, the department of regional development of the University of Kitakyushu seeks to support sustainable development by promoting education for sustainable development (ESD), agriculture, social welfare, supporting disabled persons and revitalisation of local shops. Through the Kitakyushu Eco-town project, intensive industry-academia-government collaboration further helps to address environmental, economic and social goals of the City of Kitakyushu.

Figure 2. Proposed localisation of indicators for selected SDGs in Kitakyushu

SDGs	Proposed localisation of indicators
	<p><i>Example of national-level target:</i> Extend to which education for sustainable development are mainstreamed at all levels of education (target 4.7.1)</p> <p>➤ <i>Example of city-level indicator:</i> Number of citizens who are engaging in ESD</p>
	<p><i>Example of national-level target:</i> Amount of water- and sanitation-related official development assistance (6.a.1)</p> <p>➤ <i>Example of city-level indicator:</i> Number of water- and sewage-related international cooperation under the intercity collaboration.</p>
	<p><i>Example of national-level target:</i> Renewable energy share in the total energy consumption (7.2.1)</p> <p>➤ <i>Example of city-level indicator:</i> Introduced renewable energy (Amount of renewable energy produced within the city)</p>
	<p><i>Example of national-level target:</i> Total amount of approved funding for developing countries to promote the development, transfer, dissemination and diffusion of environmentally sound technologies (17.7.1)</p> <p>➤ <i>Example of city-level indicator:</i> Number of projects in developing countries by the intercity cooperation</p> <p><i>Example of national-level target:</i> Dollar value of financial and technical assistance committed to developing countries (17.9.1)</p> <p>➤ <i>Example of city-level indicator:</i> Number of trainees from the cities of developing countries accepted at the city to support capacity building.</p>

Source: OECD elaboration on Kitakyushu City the SDGs Report 2018

FORWARD LOOKING POLICY RESPONSES

Use the SDGs Club to connect the ongoing efforts as well as to promote the development of joint and concrete actions for the SDGs, strengthening the collaboration among private companies, the local government, universities and civil society. This platform should be connected to the SDGs Council and implement the ideas emerging from the Council.

Strengthen the indicators system to monitor progress to guide the policies and the actions. The SDGs offer an integrated framework to improve the monitoring and evaluation culture of the city and the baseline information for benchmarking.

Link Planet to People and Prosperity, using the environmental SDGs to improve the economic and social SDGs. Identify the SDGs where the city could do better and measure the synergies across social, economic and environmental SDGs, including through the participation of the local stakeholders and the development of a matrix should be the first step. For example, some economic sectors connected to the environmental dimension, such as eco-industry offshore wind power generation, eco-tourism and culture could offer additional job opportunities to youth and promote social cohesion through intergenerational solidarity.

Support the universities and the education systems including elementary, junior and high schools in their ongoing efforts to raise awareness on the SDGs, including through life-long learning opportunities and Education for Sustainable Development. Programmes like the Kitakyushu City educational plan for children’s future could be linked more and more to the 2030 Agenda.

Use the SDGs in designing and implementing international cooperation activities as well as in promoting business opportunities abroad. The universality of the 2030 Agenda represents a key opportunity to promote city-to-city cooperation connecting the “internal” activities on sustainability with the international cooperation actions. These activities should focus on the SDGs where the city has a comparative advantage and knowledge/good practices to share with its peers.

The Municipality of Kópavogur, Iceland: A DATA DRIVEN APPROACH TO IMPLEMENT THE SDGS

Key highlights

- Kópavogur is the first municipality in Iceland to formally adopt the SDGs and is therefore seen as a national frontrunner.
- The municipality takes a data-driven approach to localising the SDGs and will form indices to monitor implementation progress of the SDGs.
- Kópavogur has succeeded in building internal awareness with its staff and is working towards strengthening local ownership of the strategy among private sector and civil society stakeholders.

The SDGs were formally adopted as part of the municipality's comprehensive strategy in 2018. 15 SDGs and 36 targets have been prioritised for Kópavogur, based on a review of the 65 SDG targets prioritised by the Icelandic national government and guided by the 92 targets identified as important for local governments by United Cities and Local Governments (UCLG) (Figure 1).

Figure 1: Prioritisation of SDG targets for Kópavogur



Source: Municipality of Kópavogur (2019)

Kópavogur's strategy is broad-based and will be followed up by yearly strategic action plans, as well as by the implementation of specific policies and legal directives from the national level. It includes a mission statement, a vision and values according to which the municipality will work with stakeholders to achieve the prioritised goals (Figure 2). Increasing staff awareness has resulted in positive action where divisions and institutions of the municipality have started working with the SDGs. Specifically the schools and they are considered an important channel to reach and involve inhabitants. Kópavogur's aim is to ensure the quality of life of residents, improve efficiency and participate in the global effort towards sustainability.

The Kópavogur strategy is seen as a way 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, which does not have a tradition of developing holistic master plans, but rather separate visions for each policy sector. Many existing strategies only have subjective goals and are not linked with action plans, performance measures or the budget process. In this regard, the Steering Group for implementation has encountered some resistance when it comes to moving away from a sector-based planning approach.

The approach that the municipality takes to localise the SDGs is data-driven. To make the data efforts of Kópavogur actionable, the IT office has developed an innovative management and information system, MÆLKÓ, where all local databases are integrated into one data warehouse. The main function of MÆLKÓ is to link performance indicators with tasks and goals. Kópavogur plans to use MÆLKÓ to calculate composite SDGs indices for the municipality, and to link these to the local administration's specific projects and programmes to estimate their contribution to the SDGs.

Kópavogur has developed a Child friendly city index in cooperation with UNICEF and the Ministry of Social Affairs as part of the implementation of the UN's Convention of the rights of the child. The index won a Child Friendly Initiative Inspire Award recently at a UNICEF summit.

In early 2019, Kópavogur successfully submitted data and relevant supporting documents to meet the ISO 37120 standard for sustainable development of communities, the first ISO standard developed for communities by the World Council of City Data. The ISO 37120 data compiled by Kópavogur includes data on 97 KPIs, collected over a 2.5 months period, which will help the municipality to track its sustainability performance. ISO 37120 further allows Kópavogur to compare itself to other certified cities around the world to shine light on areas of strength and weaknesses of the municipality.

Together with the Social Progress Imperative, the municipality developed a "Social Progress Scorecard" with around 50 context-specific indicators, and has

recently updated the scorecard in cooperation with two other municipalities in Iceland.

In Iceland, the important role played by local authorities in the implementation of the 2030 agenda has been formally acknowledged by the Prime Minister. The Ministry of Regional Policy, Transport and Local Government further supports this. The ministry has also expressed interest in supporting municipalities on the SDGs.

Figure 2. The Kópavogur model for implementing the SDGs



Source: Municipality of Kópavogur (2019)

FORWARD LOOKING POLICY RESPONSES

Combine top-down and bottom-up approaches to implement the SDGs. There is an opportunity to 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.

Step up the municipality's stakeholder engagement efforts. Possible actions include developing a stakeholder engagement strategy to co-design actions for implementing the SDGs in Kópavogur and building a data dashboard to visualise progress by the municipality toward the SDGs, including different actors' contributions.

Use the SDGs to respond to concrete challenges in the municipality. Taking a long-term view, municipal planning in Kópavogur must take into account sustainability, accessibility and affordability of housing and transport options in the municipality beyond the use of private cars.

Use the MÆLKÓ management and information system as a tool for policy dialogue and planning. The MÆLKÓ data platform and software could be used to bring stakeholders together to discuss the strength and weakness of the municipality.

The national government upholds importance of municipalities in the implementation of the 2030 Agenda, however, there is (as of yet) no formal support mechanism at the central level. Beyond that, the Icelandic Association of Local Authorities, which is the official body representing Icelandic municipalities, has established a platform for climate issues and the SDGs at the municipal level to share experiences and build collective knowledge on experiences with the SDGs, involve municipalities and strengthen the cooperation on the SDGs between the local authorities and the national government.

Companies in Kópavogur have also started to address sustainability and, in some cases, the SDGs. This is in line with the trend of an increasing number of Icelandic companies seeing sustainability as a condition for lasting success. This trend builds on the work of the national umbrella organisation promoting CSR and sustainability in Iceland, Festa, which is active in promoting the SDGs in all its work and the Marketing Office as the main body promoting cooperation between local enterprises and the municipality in Kópavogur.

The civil society is also very active on the SDGs in Kópavogur. On a local level, Kópavogur's Scout club has been very pro-active on the SDGs, developing interactive games and booklets to teach their members about the goals. At national level, the UN Association of Iceland is highly active when it comes to promoting engagement among citizens, the private sector, civil society and local authorities.

Create a Task Force at national level to strengthen vertical coordination and inter-municipal collaboration on the SDGs. The lack of comparable data to measure progress on the SDGs at local level is a key issue identified that should be prioritised.

The SDGs can further help to provide a budgeting tool to prioritise resources allocated to different actions supporting the strategy. There is need to build further awareness about the transformative element of the 2030 Agenda and of the SDGs as a holistic framework cutting across sectors and breaking policy silos to achieve common goals.

Use the SDGs as a tool to leverage private sector contributions towards achieving the goals. A platform for businesses to exchange experiences around the SDGs should be created.

Use the SDGs as a tool for "public service motivation" and attracting new staff to services like pre-school education and social welfare. Connecting the work in the municipality with a wider purpose can help to attract purpose-driven individuals to less financially remunerated jobs.

The City of Moscow, Russian Federation: THE SDGs TO PROMOTE BALANCED URBAN DEVELOPMENT

Key highlights

- The City of Moscow has made remarkable improvements towards sustainable development in the past 10 years, in areas such as poverty reduction, income inequalities, transport, environment, personal security, health or education.
- The city sees the 2030 Agenda as an excellent opportunity to enhance urban development strategies - in particular the Master Plan 2010-2035, the Investment Strategy 2025 and the Smart City 2030 - to become an attractive place to live in the 21st century.
- Implementing these strategies will require making the most of links across policy sectors at the local level, but also coordinating with other municipalities, across levels of government, and the private sector.

The city of Moscow has experienced notable improvements in key areas related to the SDGs during the past 10 years. The city has reduced the number of individuals with income below the subsistence level from 10% to 7.2%, unemployment from 1.8% to 1.3%, and mortality of new-borns and children under the age of 5 from 10 to 5 per 1000 live births between 2010 and 2018. Moreover, greenhouse gas emissions have decreased by 18% between 2013 and 2018.

Despite recent progress and actions of the local administration, there are still key challenges for the city of Moscow, namely transport and ageing. The new magistral network launched in 2016 has improved bus transport in the city centre. The passenger flow in the new routes has increased 40%, from 385 000 in 2016 to 540 000 in 2018, and the frequency of buses has doubled from 16min to 8 min in the same period. However, citizens still widely use private cars and this type of transportation is the main source of air pollution (80% of total pollutants). **The city of Moscow will have to address and find solutions to population ageing in the near future.** It is estimated that in 10 years Moscow will count above 500 000 inhabitants of over 80 years old. This demographic challenge in terms of population growth, migration and population ageing will bring large pressures on health, education, housing, transport, social protection and other services.

Promoting balanced urban development require an integrated approach to promote synergies and manage trade-offs across sectors. The city has to deal with difficult trade-offs when addressing challenges such as climate change adaptation (SDG 13) since reducing GHGs emissions will imply maintaining and developing green spaces (SDG 11 or 15), reducing private transportation in favour of public (while at the same time catering for a growing population who need affordable housing) as well as promoting sustainable production (SDG 12).

In Moscow, the SDGs are seen as a systemic framework that can help promote an integrated approach to urban development. The city sees the 2030 Agenda as an

excellent opportunity to enhance local development strategies to become an attractive place to live in the 21st century. Currently, the SDGs serve as a checklist to assess and highlight the contribution of the various local programmes and initiatives.

Moscow has three main strategies that are a template for sustainable development for the next 10-15 years.

- The Master Plan 2010-2035 promotes a “balanced urban development”, striking a balance between access to green areas, efficient transportation, and quality housing.
- Investment Strategy 2025 has the long-term objective to create a favourable investment climate that helps improve urban development.
- Smart City 2030 aims to provide digital solutions that advance urban development, in particular to boost local living standards and ensure more cost-effective management and service-provision solutions.

Figure 1: Smart city's development domains



Source: Moscow 'Smart City – 2030'

Effective multilevel governance represents an important tool to implement these three strategies in a coherent manner. Local departments within the city administration seem to be coordinating well among each other when it relates to specific programmes, such as for the urban regeneration programme, Moscow electronic school, or the Magistral Route Network. However, planning must go beyond administrative boundaries (i.e., those of the city of Moscow) and make the most of potential collaborations with the national government.

There is high level of engagement of the private sector. The city of Moscow works well with the private sector as a supplier of goods and services (modern and efficient public procurement system). In this sense, the private sector represents around 70% of capital investments in the city of Moscow (for each rouble of public investment three additional roubles are invested by the private sector). Going a step further would imply making the private sector part of the policy-making process since the very beginning, which will allow better aligning investment priorities.

FORWARD LOOKING POLICY RESPONSES

The SDGs can help think, plan and act in a systemic manner and allow to identify/ and manage synergies across different policy areas. For example, the SDGs can offer an opportunity for the city of Moscow to look at interlinkages between socio-economic and environmental goals. The key idea should be to disassociate sectors from individual SDGs. **The city of Moscow should use the SDGs as an engine/opportunity to further improve and add value to the on-going work of the city.**

- Master Plan 2030: Moscow's metropolitan area encompasses around 20 million inhabitants, which requires coordination across municipalities to pool resources and capacities at the right scale for housing and transport services. The SDGs could be used to think beyond administrative boundaries (i.e., those of the city of Moscow) and make the most of a metropolitan approach together with municipalities.
- Investment Strategy 2025 could become a key tool to enhance private sector collaboration in achieving the SDGs and for the public sector to encourage innovative "SDGs Solutions" by de-risking private investments or introducing awards for sustainability solutions.
- Smart City 2030: There is great potential for Moscow to use advanced technologies to gather and measure data at a more granular level (e.g. use of mobile operators to define the Agglomeration of Moscow, or technology to measure quality of air and water) to better estimate some SDGs indicators.

Localise the UN indicator framework for SDGs to define the set of targets and indicators that are the most relevant for Moscow. The SDGs could also be used to define concrete values that the city would like to achieve by 2030 (or other year). This should be done in close coordination with all the departments as well as engaging with the private sector, civil society and universities.

There are also fertile grounds in Moscow to enhance private sector collaboration in achieving the SDGs. A key tool for Moscow is sustainable public procurement. The local government could reform public procurement policies to go beyond technical and monetary criteria and introduce sustainability criteria (e.g. environmental

quality). The local government could also connect with umbrella organisations, such as chambers for industry and commerce, to engage local businesses in mainstreaming sustainability as a standard for their core business (e.g. sustainable supply chains, renewable energy).

Moscow could raise awareness among citizens on the 2030 Agenda to improve local development performance.

Using the SDGs as a tool to raise awareness on the importance of using public transport rather than cars could improve the impact and effectiveness of the current measures related to the transport sector. Some awareness raising initiatives that Moscow could consider include informing the participants of educational relations about SDGs, establishing "trace-labels" in food products to ensure its production follows sustainability criteria, publishing in energy, gas and water bills the carbon footprint or mainstreaming the SDGs in existing online consultation platforms.

Use digitalisation as an engine to achieve the SDGs. The main goal of the city of Moscow should be to provide digital solutions that help advance urban sustainable development and promote inclusive development. For instance, there is a large push from the local government to digitalise many services related to health, education, or environmental participation, which can have an impact in achieving the SDGs.

Lastly, Moscow could become a champion for SDGs implementation and inspire other cities and regions in the Russian federation. The process for the development of a City Index by the Ministry of Economic Development, Rosstat, and VEB.RF represents an opportunity to measure the SDGs using place-based indicators as well as to engage cities and regions in the development of the index. The Voluntary National Review (VNR) that the Federal Government is preparing for July 2020 is another opportunity to connect Moscow with the Federal Government and the other Russian cities.

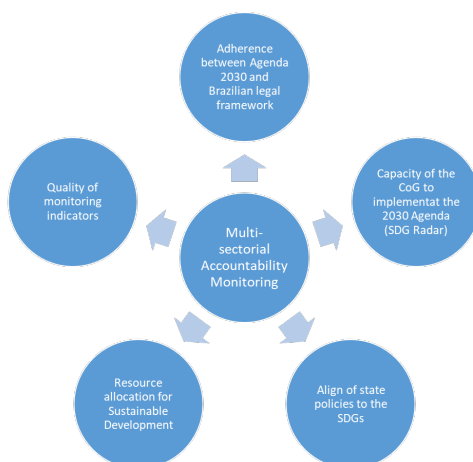
The State of Parana, Brazil: THE SDGS AS A TOOL TO ADDRESS TERRITORIAL DISPARITIES

Key highlights

- The State of Parana, Brazil, sees the SDGs as a powerful tool to reduce territorial disparities and promote exchange of good practices among municipalities.
- Parana is working to mainstream the SDGs in budgeting and to strengthen financial support to municipalities in advancing implementation of the SDGs.
- The State is also promoting collaboration amongst different levels of government, the private sector and civil society to leverage efforts on the implementation of the SDGs.

The State of Parana is placing important efforts to mainstream the SDGs in budgetary planning. Paraná is aligning its multiannual plan (PPA) for 2020-2023 and other tools for planning and budgeting (indicators, good practices, benchmarking, etc.) with the SDGs. The Audit Court of the State of Parana, as a partner supporting the Social and Economic Development Council (CEDES), is leading this work by analysing the 2016 – 2019 PPA and extracting lessons for the development of the PPA 2020 – 2023. In particular, the Court has: i) examined the link of ongoing public policies with the SDGs; ii) evaluated budget expenditures related to the SDGs; iii) developed methods to generate evidence to improve decision-making on the SDGs policies; and iv) analysed the official indicators related to the budget and planning processes (Figure 1).

Figure 1. State Audit Court initiatives to mainstream the SDGs into the budget



Source: OECD elaboration based on the State Audit Court presentation.

In parallel, Parana is also strengthening its financial support to municipalities to help them advance the implementation of the SDGs. For instance, cities can access specific funding for institutional strengthening programmes and investments in urban infrastructure. The state is also working on the identification of local, national and international partners that can expand the funding base to support municipalities in their localisation efforts. However, several municipalities face challenges to fund projects contributing to the implementation of the SDGs, administrative red tape being the key challenge.

The state of Parana is measuring 13 SDGs and 44 targets with 83 indicators in 399 municipalities. These indicators are calculated with data from national surveys that are regularly published (periodically and some of them on a yearly base). If data is not available, official registries and proxies at regional level can be used. The state is working to complement the initial 83 indicators by 2020, which are under review to check consistency and viability at the local level. The State of Parana is using the Business Intelligence tools to monitor the evolution for the SDGs and to better support the decision making process related to the achievements of the goals. The main objective is to deliver public policies that are more effective. Based on the “BI Paraná Keeping an Eye on SDGs”, the government is planning to create a system-based report that will help the state and municipalities into the development of a diagnosis to identify priority SDGs. In addition to the BI tool, there is a digital platform to share good practices in the state. It aims to stimulate the replication of good practice and contribute to a better quality of life by registering and disseminating initiatives from all sectors in the state related to the SDGs.

Figure 2. Parana's indicator framework overview



Source: IPARDES, Brazil (2019).

Parana is establishing partnership agreements to implement the SDGs with the 399 municipalities. Since the beginning of the Social and Economic Development Council of Parana's (CEDES) mandate in 2016, mayors have mobilised to ensure the involvement of municipalities. By November 2019, 16 out of 19 Regional Associations and 315 municipalities had engaged with the State to join a municipal capacity building strategy. A key challenge to involve municipalities is the lack of updated statistics (due to their dependence on census data).

Parana is promoting agreements at different levels of government as well as with the private sector and civil society to implement the SDGs. The state is using the "Paraná de Olho nos ODS" (Parana keeping an eye in the SDGs) pledge to gain public support from a wide variety of institutions including, state, private sector and civil society actors. The pledge encourages institutions to mainstream the 2030 Agenda in their internal functioning, and to engage with other partners. Parana also works to strengthen communication between governments and civil society to better engage citizens in the implementation of the SDGs. For instance, the SDGs art project uses artistic and cultural manifestations to stimulate dialogue on the Agenda 2030.

Parana uses a range of tools to leverage private sector contribution toward the SDGs. Private companies are aligning their business plans and strategies with the SDGs in order to reduce environmental impacts and promote social justice. For instance, companies such as TCP and COPEL are involved in international benchmarks on sustainability. Another example is Sanepar, responsible for water supply and sanitation services in 346 municipalities, which has integrated the SDGs into its National Sanitation Quality Award certification processes.

FORWARD LOOKING POLICY RESPONSES

Use the SDGs as a tool to reduce disparities within and across municipalities and to promote exchange of good practices. The State of Parana should use the SDGs as a tool to tap into the full potential of each territory, both large cities and small municipalities. The SDGs can be used as a framework to promote knowledge exchange among municipalities.

Strengthen the coordinate between the strategies/policies of the State for lagging territories with the actions of the development banks, in particular concerning the Brazilian Southern Region Development Bank and Paraná S.A. Development Agency - Fomento Paraná. The SDGs offer a framework to align the priorities and the actions of the State with the ones of the development banks to support less developed territories.

Improve access to funding for small municipalities, including through capacity building and awareness raising activities. One of the main challenges for small municipalities is the access to funding to implement the SDGs. Awareness raising campaigns and targeted capacity building programmes should be implemented to bridge this gap.

Strengthen SDGs data and statistics at local level, in particular on the environmental dimension. The SDGs should be seen as an opportunity to overcome the strong reliance on Census data, expand data coverage for municipalities, including in the BI tool, and collaborate with the federal statistical institute on SDGs indicators.

The federal government should strengthen its engagement with States and municipalities on the SDGs. The former National Commission 2030 Agenda had a seat for the Association of LRGs, but this was not reflected in concrete actions to engage the territorial actors. The Federal government could use the SDGs as a tool to better engage sub-national government on sustainable development policies and actions, including through the VNR process.

Further engage mixed-economy companies, SMEs as well as the civil society in the policy-making process through the SDGs. Big mixed-economy companies (e.g. Sanepar and COPEL) are quite active on the SDGs and they can inspire and share knowledge with other companies, including SMEs. In terms of CSOs, youth should be key actors in the implementation of the SDGs in Parana.

The Region of Southern Denmark, Denmark: THE SDGs AS A TOOL TO SHAPE THE NEW REGIONAL DEVELOPMENT STRATEGY

Key highlights

- Southern Denmark has aligned its new Regional Development Strategy (2020-2023) with the SDGs.
- Municipalities are working with the 2030 Agenda in specific projects, albeit not always seizing its full potential as a planning and prioritization tool.
- Moving forward, developing indicators at regional and municipal levels and mapping and engaging the key agents for change in formulating a regional strategy will help with the localisation of the SDGs.

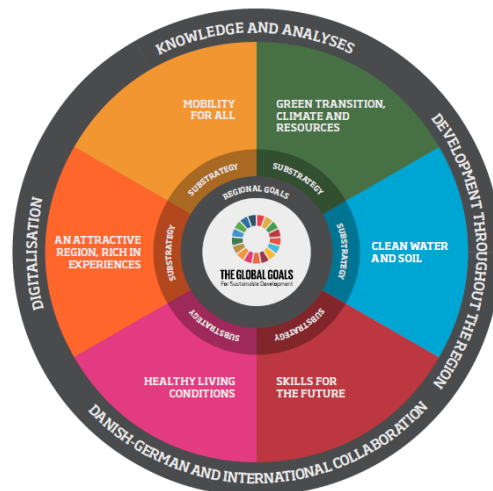
The concepts of quality of life, well-being and sustainability have been part of the regional narrative in Southern Denmark since the adoption of the Regional Development and Growth Strategy (2016-2019) “The Good Life” (Det Gode Liv). Although the SDGs were not formally included in the current Regional Development and Growth Strategy (2016-2019), the six priority areas and the policy themes covered are linked to the SDGs framework. Particular areas of strengths for the region include renewable energies and energy efficiency, with over 40% of employment in the Danish offshore wind energy sector located in Southern Denmark. Moreover, competences in health and welfare innovation, including automation, intelligent aids, IT and telemedicine add to the region’s strategic advantages, as well as the fact that Southern Denmark is the largest Danish tourism region. The region also collaborates with municipalities to enhance energy efficiency of public buildings and to address climate change mitigation and adaptation through urban regeneration and development projects.

“Knowledge in motion” has been at the core of the strategy and aims to improve evidence-based policies and information provided to citizens and other actors in the region. It includes various measures, such as an online portal, detgodeliv.regionsyddanmark.dk, where the region of Southern Denmark publishes studies about regional well-being and growth in the region as a whole and in each of the municipalities.

Moving forward, the region of Southern Denmark has been incorporating the SDGs in the new Regional Development Strategy (2020-2023) (Figure 1). The overall concept of well-being and quality of life, the six strategy tracks, the specific regional goals as well as the actions of the region are linked to specific SDGs and are designed to contribute to their achievement. In particular, the region has decided to focus on 11 goals that are mostly relevant for its work: SDG3 on health, SDG4 on education, SDG5 on gender, SDG6 on water,

SDG7 on clean energy, SDG9 on industry and infrastructure, SDG10 on inequalities, SDG11 on SDGs, SDG12 on sustainable consumption, SDG13 on climate and SDG14 on life below water.

Figure 1. The regional development strategy 2020-23 and SDG



Source: Region of Southern Denmark (2019), Southern Denmark Regional Development Strategy 2020-2023 (draft), 2019.

More data and statistics will be used to track the implementation of the new strategy, and ultimately the SDGs, in Southern Denmark. An annual publication will monitor the status and development of each of the six strategy tracks. The publication will include a range of indicators that can be updated yearly depending on the developments achieved. Some of the indicators will come from the UN framework, while others will be context specific to Southern Denmark. When developing the set of indicators, the region of Southern Denmark hopes to get inspiration from the OECD indicator framework, work by Statistics Denmark and local initiatives by municipalities (e.g. Haderslev).

Development of the new strategy is following a participatory process to engage local stakeholders.

This includes: i) A consultation process with local municipalities, education institutions, museums, and other interested parties prior to the drafting of the regional development strategy (February-March 2019) ii) a public consultation (between 9th of October 2019 and 17th of January 2020), iii) a public "Consultation Conference" on 27 November 2019 in Vejle; iv) ad-hoc consultations with local municipalities, v) a dedicated consultation process with partners on the German side of the Danish-German border, and vi) a "Kick-off-conference" in May 2020.

Some municipalities are addressing the SDGs, albeit not always using the framework as a planning tool.

Yet, the municipality of Haderslev will fully integrate the SDGs in the new strategic plan for 2020, seeing the 2030 Agenda as appealing to its holistic, interdisciplinary development agenda, as well as for promoting "public service motivation". Other municipalities, like Vejle and Kolding, have used the SDGs to engage with their local citizens to inform them about the 2030 Agenda, while others (e.g. Middelfart and Haderslev) are linking their climate adaptation projects to the SDGs.

Education for Sustainable Development (ESD) and an active civil society are prominent features of SDGs implementation in Southern Denmark. For example, a network of 12 secondary schools called Global High

Schools (*Globale Gymnasier*) is spreading awareness, knowledge and fostering action for the 2030 Agenda and the SDGs. Another project led by the foundation Chora 2030 in Southern Denmark is the creation of two urban farms, one in a disadvantaged "ghetto" area Finlandsparken in Vejle and one at the Jelling refugee centre. The farms will provide internship and employment opportunities for asylum seekers and long-term unemployed women, and are designed as a common framework for education and training, increased quality of life, and for fostering local involvement and inclusion, while showcasing contribution towards the 17 SDGs on local scale.

Danish companies are increasingly considering the SDGs as a business opportunity.

The perception exists that failing to incorporate the SDGs may leave companies lagging behind. As such, many companies are starting to use the SDGs to strengthen their core business, beyond focussing on Corporate Social Responsibility (CSR). In the short term, key challenges to leveraging the potential of the private sector to contribute to the 2030 Agenda relate to public procurement frameworks and consumer preferences, which are not always conducive to sustainable practices. A recent national reform of the law on business promotion (1 January 2019) transferred the administration of business development support from the regions to the Danish Business Authority.

FORWARD LOOKING POLICY RESPONSES

Use the SDGs as a tool to move forward with the well-being and quality of life agenda of the region. The SDGs should be the tool to formally include these dimensions (economic, social and environmental sustainability) in all regional development activities and can be used to communicate about these efforts in order to raise awareness about the 2030 Agenda among both institutions and citizens at large. For example, the current regional strategy has an online portal that can be used to publish updates on how the region is contributing to the SDGs.

Develop evidence base to track the implementation of the next Regional Development Strategy (2020-2023) and the SDGs in Southern Denmark, and adjust where need be. The current regional development and growth strategy is well connected to the 2030 Agenda. The SDGs indicators could be used to track the implementation next strategy, and adjust the strategy to ensure objectives are met over time. Local indicators and other sources of national data should also be used to ensure that the territorial specificities of Southern Denmark are taken into account during implementation.

Use the SDGs to engage all the key regional actors in the design, development and implementation of the Regional Development Strategy, from the private sector to the municipalities, civil society and schools. This

engagement should go beyond ad hoc consultations, involving key stakeholders in co-creating the different aspects of the strategy.

Support both municipalities that are already quite active on the SDGs, as well as those that still have to start working on the 2030 Agenda, including through awareness-raising activities. The stakeholder engagement process launched by the region with the first OECD mission should continue and allow involving municipalities in the design of the strategy through the lens of the SDGs.

Scale up initiatives that involve schools and civil society in a more systemic way, like the Global High Schools, to inform and engage students with the SDGs. Civil society organisations can provide useful and practical insights to teaching and learning about the 2030 Agenda.

Map of all the agents of change for the private sector to be more engaged in the regional activities on the SDGs. Some key aspects to be analysed are: i) Citizens' willingness to pay for sustainability and ii) The role of the government to promote sustainability through for example legislation and procurement.

The County of Viken, Norway: THE SDGS AS A TOOL TO IMPLEMENT TERRITORIAL REFORMS

Key highlights

- Viken is using the SDGs to implement the national territorial reform that will merge the counties of Akershus, Buskerud and Østfold to form Viken as of 1 January 2020.
- Its Regional Planning Strategy takes a knowledge-based approach building on a SDGs baseline where regional development trends in Viken are analysed using the SDGs as the overall framework.
- The SDGs offer a key framework to address some of Viken’s challenges, such as a complex system of territorial governance and institutional fragmentation, employment, social inclusion, mobility and transport and climate action.

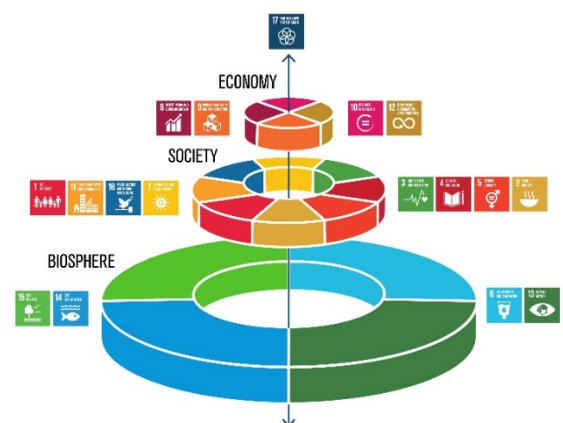
The SDGs form the basis for Viken’s development strategy. In 2018, the Joint Board of Viken consisting of political representatives from all three merging counties decided that the SDGs should form the basis of regional development in Viken. The main motivation for adopting the SDGs as the framework for the development of Viken is related to the expectation that the regional governments could act as “bridge builders” between policy sectors at national level and diversified local needs. This should allow them to take a stronger and more strategic and holistic role in regional development as part of the 2020 territorial reform.

The implementation of the SDGs in Viken is currently driven by two major process-developments: a Regional Planning Strategy and a new planning and steering system for the county administration. Being an overarching plan, Viken’s Regional Planning Strategy, sets the ambition level for the county, while subsequent plans will operationalise efforts to achieve its targets. Beyond that, through the development of a holistic planning and steering system, the SDGs are used as an opportunity to link overarching strategic goals with the 4-year regional financial plan, annual budgets and operational planning. The SDGs will be included as a distinct managerial responsibility and trainings will be provided to managers, employees and elected politicians alike. The SDGs will also be reflected in communication efforts, templates and routines.

Viken’s strategy builds on a SDG-driven knowledge base. The Joint Board of Viken decided that a Knowledge Base should be developed using the SDGs as the overall framework in the Regional Planning Strategy, with the goal of creating a SDGs baseline for Viken. The baseline will help the county prioritise actions and targets and to monitor progress towards achieving the SDGs. Prioritisation of actions will be done as part of the strategy formulation, while the SDGs are seen as a holistic framework and an indivisible whole. Viken has identified over 70 basic data sets relevant that provide an overview of the current state of affairs in the region, using the SDGs as a framework.

Viken has the ambition to develop targets within “planetary boundaries” in the upcoming Regional Planning Strategy, in other words promoting regional development while maintaining ecological support systems intact and using natural resources sustainably. Inspired by the “wedding cake” model, the working group for the Knowledge Base has searched for how to reflect the relation between socio-economic development and planetary boundaries (Figure 1). This has proven to be a challenging endeavour that needs further exploration beyond the Knowledge Base.

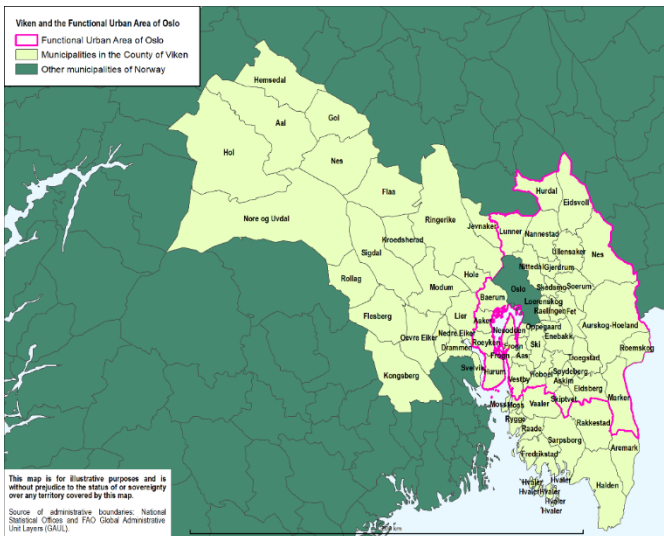
Figure 1: The Stockholm Resilience Centre’s SDGs “Wedding Cake” used by Viken



Notes: Photo credit: Azote Images for Stockholm Resilience Centre, Stockholm University. Source: SRC (2016).

Geographical “mismatches” in a complex governance system of territorial actors and partnerships constitute key challenges for the future development of Viken. Administrative borders for regional state authorities, counties, regional councils and municipalities are not aligned, which results in a complex landscape for service provision and planning functions, from public transport and business development support to spatial planning. This has not been fully addressed in the territorial reform.

Figure 2. Functional Urban Area of Oslo and Viken



Source: OECD Metropolitan Database.

Using functional approaches can be valuable for reading and addressing geographic mismatch in Viken. For example, Functional Urban Areas (Figure 2) can help understand spatial development dynamics vis-à-vis territorial partnerships and actors in Viken. This will be

FORWARD LOOKING POLICY RESPONSES

Use the Knowledge Base as a tool to build and communicate the identity as well as to identify the priorities for Viken. The Knowledge Base is not an end in itself but provides a tool for policy dialogue in the Regional Planning Strategy process, its implementation and the achievement of the SDGs. It should be used to build and communicate Viken's identity and to prioritised goals engaging the wider public.

Raise the ambition for stakeholder engagement. Viken could develop a longer-term stakeholder engagement strategy, including a comprehensive mapping of the ecosystem of actors contributing to the SDGs in the county to promote further cooperation between public sector, private sector, civil society and academia.

Promote a functional approach to address geographical "mismatches" and key development challenges of future Viken. A functional approach (e.g. the FUA) can help to address geographical mismatches and strengthen regional planning and collaboration in Viken.

Identify an appropriate "soft" institutional framework/mechanism to coordinate the implementation of the SDGs in a holistic manner. Strategically positioning the SDGs will help to ensure that integration of the SDGs in all the work by the county administration and its partners is enforced and sustained over time.

essential to meet challenges like a more efficient public transport system and balanced regional development outside the Oslo Metropolitan FUA.

Some key challenges for the future development of Viken will be to promote a well-connected region where no one is left behind, while minimising negative environmental impacts. The diverse size and characteristics of the county's 53 municipalities need to be taken into account to address spatial inequalities in the county. Developing urban centres outside the capital will help to promote a more balanced regional development.

There is also a need for strengthened collaboration with the private sector to leverage the contribution of businesses towards the SDGs including risk-reducing and incentive schemes for investment and R&D aimed at solving "SDG challenges".

The regional planning process for Viken will be designed for the involvement and participation of civil society and the population at large. Citizen engagement is deemed to be favourable in the context of Norway where many civil society organisations are already interacting with counties and municipalities to build awareness about the 2030 Agenda. Youth have a strong voice in advocating for and contributing towards achieving the SDGs in Viken and are already active change agents in this regard.

Contribute to improved multi-level dialogue around the SDGs in Norway and further recognise the important role of sub-national governments in the 2030 Agenda. Local and regional needs must be further articulated for and understood by the national government and national actors can improve their communication regarding resources and support available.

Maximise private sector contribution toward the SDGs. Existing tools like public procurement and clusters policies can be used to leverage the key role of companies in, for example, de-carbonising the economy and promoting social inclusion. Beyond that, innovative public procurement strategies or R&D grants can be designed around SDGs challenges to incentivise and de-risk investment in new products and services.

Develop tools to analyse synergies and trade-offs between SDGs. Developing targets within planetary boundaries is a challenging methodological endeavour, but once the Knowledge Base has been developed, interlinkages between the SDGs can be explored through a matrix approach based on the most relevant development trends and environmental pressures identified for Viken.