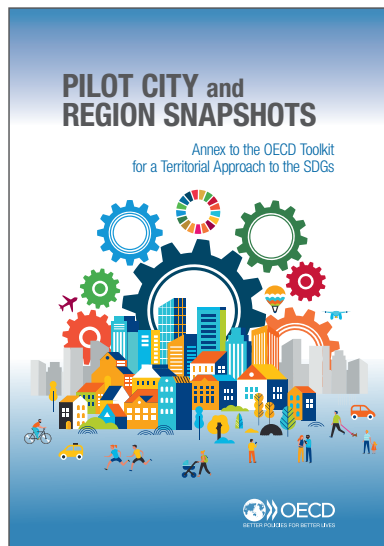# OECD TOOLKIT for a TERRITORIAL APPROACH to the SDGs

OECD TOOLKIT
for a TERRITORIAL
APPROACH to the SDGs

You can find the Pilot City
and Region Snapshots here:

https://oe.cd/SDGsSnapshots

OECD

BETTER POLICIES FOR BETTER LIVES

Courtesy: FlГlex, 2019, OECD in Paris, CC BY 2.0, https://commons.wikimedia.org/w/index.php?curid=89567301

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The OECD is a multi-disciplinary inter-governmental organisation of 38 member countries, which engages in its work an increasing number of non-members from all regions of the world. The Organisation's core mission today is to help governments work together towards a stronger, cleaner, fairer global economy. Through its network of 250 specialised committees and working groups, the OECD provides a setting where governments compare policy experiences, seek answers to common problems, identify good practice, and co-ordinate domestic and international policies. More information available: www.oecd.org

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The OECD Centre for Entrepreneurship, SMEs, Regions and Cities provides comparative statistics, analysis and capacity building for local and national actors to work together to unleash the potential of entrepreneurs and small and medium-sized enterprises, promote inclusive and sustainable regions and cities, boost local job creation, and support sound tourism policies.

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Foreword

A Territorial Approach to the Sustainable Development Goals: Synthesis Report (OECD, 2020[1]) provided policy-makers at all levels of government with a Checklist for Public Action to facilitate the uptake and implementation of the Sustainable Development Goals (SDGs) as a tool for better policies and better lives. The Checklist covers five components: (1) Policies and Strategies; (2) Multi-level Governance; (3) Financing and Budgeting; (4) Data and Information; and (5) Engagement.

To enact its recommendations, this toolkit offers a user-friendly one-stop-shop organised in three parts. First, it presents the takeaways and lessons from ten policy dialogues conducted so far on A Territorial Approach to the SDGs. Second, it spells out recommendations under each of the five components of the Checklist for Public Action, with 50 examples of how cities, regions and countries implement the recommendations. Third, the toolkit offers a self-assessment framework for cities and regions to analyse conditions for the implementation of a territorial approach to the SDGs and the extent to which local, regional and national governments are following the Checklist's recommendations. In addition, two-page snapshots illustrate the performance on the SDGs of cities and regions involved in policy dialogues with the OECD.

This toolkit is for policy-makers at all levels of government, whether already implementing the SDGs or planning to do so alongside stakeholders including business, civil society, research, academia and youth. These parties and others can use the toolkit to engage in open and forward-looking dialogues about how to localise the SDGs in a city, region or country.

It also helps policy-makers with limited experience in the SDGs but interested in their potential and in learning from peers and international best practices. In doing so, it allows actors to build collective understanding of where they stand, what works, what does not, how things can be improved, and who can do what to help cities and regions achieve the SDGs by 2030.
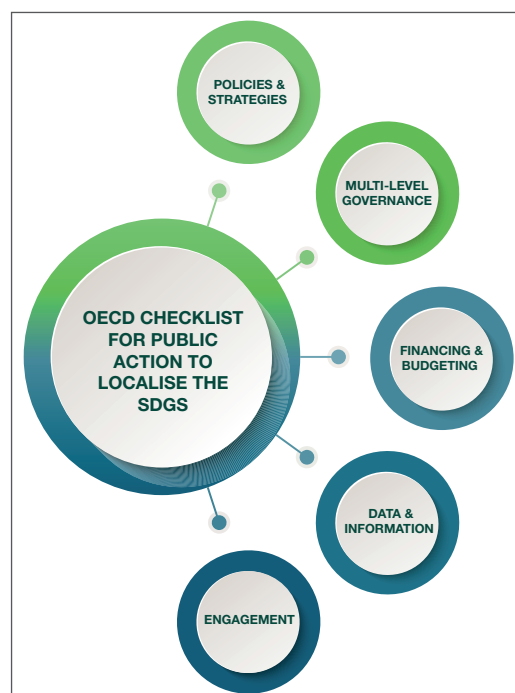
The SDGs as a framework for place-based policies

The familiar slogan "Think global, act local" rings perhaps even truer today than it did in the mid-20th century. Cities and regions are linchpins for countries to achieve the SDGs by 2030. Local and regional governments account for 55% of total public investment in OECD countries, and it is estimated that 65% of the 169 targets contained in the SDGs cannot be achieved without the engagement of subnational levels. While SDG 11, 'Sustainable Cities and Communities', sets targets for cities and regions directly, policy decisions at these levels across a range of issues can either support or hinder national progress towards all the SDGs.

Despite their name, the goals are not an endpoint. Rather, the SDGs are a means to improve policies for the benefit of people, prosperity and the planet. The transformative nature of the 2030 Agenda provides an opportunity for national, regional and local governments to promote new policy paradigms. Beyond pursuing the goals and targets of the 2030 Agenda, cities and regions can use the SDGs to align policy guidance for greater coherence across sectors and levels of government.

Thus, the SDGs provide a vehicle to implement the OECD's new regional development paradigm that promotes a holistic, multi-sectoral, bottom-up, participatory and place-based approach to regional development based on:

Long-term vision: the 2030 Agenda represents concrete and common milestones for 2030, while acknowledging that targeted action is needed in different places.

Interconnectedness: the SDGs cover the social, economic and environmental dimensions of sustainable development, allowing policy-makers to address complementarities and trade-offs between them.

Functionality: the SDGs enable governments to look at economic geographies and functions that cross administrative boundaries, with a framework for adjacent municipalities to strengthen collaboration and co-ordinate action.

Policy coherence: the SDGs promote multi-level governance and stakeholder partnerships in policy-making, including with the private sector, civil society and non-traditional stakeholders, to ensure that policies do not contradict each other.

USING THE SDGS TO RECOVER FROM SHOCKS AND BUILD RESILIENCE

The SDGs offer a far-sighted framework for shaping recovery beyond the impacts of crises like the COVID-19 pandemic, the large scale aggression of the Russian Federation against Ukraine and other external shocks. In particular, they can accelerate the shift towards building inclusive, green, smart and resilient cities. At the forefront of responses to the COVID-19 pandemic, many cities and regions used the SDGs as a framework to shape stimulus measures, investing in infrastructure and financial assistance for green and inclusive long-term strategies. Others scaled up sectoral efforts underlying specific SDGs.

Three aspects make the SDGs a guide to recovering from shocks and strengthening resilience:

- **Localisation:** they help identify place-based priorities for sustainable development

- **Alignment:** they help match priorities, incentives and resources across levels of government

- **Engagement:** they compel governments to work with the whole of society, including the private sector and citizens

The SDGs in local and regional context

Findings from a 2021 OECD-European Committee of the Regions (CoR) survey of local and regional governments (LRGs) highlight their use of the SDGs, from measuring progress and raising awareness, to developing strategies and multi-level co-operation, and envisaging to take up the SDGs as a guide for place-based recovery:

- Forty percent **already used** the SDGs for policy-making before the COVID-19 pandemic and started using them to shape their recovery strategies
- Forty-four percent had not used the SDGs before **but plan to do so**
- Sixty-eight percent of LRGs that use the SDGs for recovery **shape new plans, policies and strategies, or adapt existing ones** based on the 2030 Agenda

However, gaps persist in funding, capacity and co-operation between levels of government:
- Forty-seven percent of LRGs identify **funding** as the main obstacle to using the SDGs in recovery strategies
- Forty-four percent identify **capacity (skills and staff)** as the main obstacle to using the SDGs in recovery strategies
- Only half of LRGs and territorial stakeholders report **contributing to Voluntary National Reviews**

The results from the survey show how many cities and regions are already leveraging the SDGs to shape their recovery strategies from the COVID-19 pandemic. Possible ways forward for local, regional and national governments to scale up the use of the SDGs in the COVID-19 recovery phase include:
- **Promoting uptake of the SDGs as a policy-making tool** to design, implement and monitor recovery strategies that respond to the challenges magnified by the pandemic, such as:
  - enhancing social and community services for disadvantaged groups
  - incentivising decarbonisation and promoting clean energy from zero-carbon sources
  - expanding infrastructure for cyclists, pedestrians and e-vehicles; improving multi-modal transport
  - citizen participation in budgeting/town hall meetings to engage stakeholders in policy-making
- **Mainstreaming the SDGs into budgeting** processes to ensure resources are allocated for the implementation of the 2030 Agenda in the COVID-19 recovery phase and beyond
- Using **training and capacity development to upskill staff** in local and regional administrations for implementation of the SDGs

1 Takeaways: How cities and regions use the SDGs for policy-making

Part One of this toolkit presents the main takeways from the policy dialogues the OECD conducted so far as part of its programme on A Territorial Approach to the SDGs. This part focuses on how cities and regions use the SDGs for policy-making. It illustrates how the SDGs **address interrelated challenges with a holistic lens**, for example between mobility, CO_2 emissions and inequality; green and inclusive growth; and spatial planning and affordable housing.

It also showcases how cities and regions use the SDGs to **address place-based challenges with a geographic lens**. Many cities and regions in OECD countries use the SDGs as a framework to put sustainability at the core of their local and regional development strategies, plans and programmes. Furthermore, it highlights how the SDGs address underlying causes of regional disparities and how they help implement the concept of functional territories.

Finally, this part points out how the SDGs **address institutional challenges with a relational lens**. It highlights how national and subnational governments leverage the SDGs to promote policy coherence across levels of government; how cities and regions use the SDGs for budgeting and mainstreaming sustainability criteria in public procurement to resource the 2030 Agenda; and how stakeholder engagement around the SDGs increases awareness and action by the community, heightening government accountability.

THE SDGs ADDRESS INTERRELATED CHALLENGES WITH A HOLISTIC LENS

Mobility, emissions and inequalities

CHALLENGE
Growing populations put pressure on cities' ability to promote sustainable mobility and reduce air pollution while curbing inequalities.

▶ DID YOU KNOW? ◀

49% of cities and regions consider improving multi-modal transport – such as active and clean urban mobility – their top priority for sustainable mobility and accessibility (OECD, 2022[2]).

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE — Only 1% of OECD regions and 46 out of 542 OECD cities have met the suggested outcomes for SDG 9, 'Industry, Innovation and Infrastructure', which also covers mobility and transportation.

13 CLIMATE ACTION — No OECD region and only around 2% of OECD cities have achieved the suggested end values for SDG 13, 'Climate Action'.

Reducing air pollution and transitioning to low-carbon transport (SDG 9) will be key to building sustainable cities, but require managing trade-offs between policy areas (e.g. climate and air quality, transport and sustainable mobility), while striving to reduce inequalities. For example, mitigation and adaptation to climate change (SDG 13) through the reduction of greenhouse gas (GHG) emissions (SDG 11), while considering impacts on inequalities (SDG 10), require:

- reducing private transportation in favour of public transport, while responding to the needs of a growing and ageing population

- considering the impact of climate measures on inequality (e.g. the expansion of renewable and potentially more costly energy sources or the establishment of congestion charges), with special attention to vulnerable groups, in particular elderly and youth populations

Top priorities for sustainable mobility and accessibility

Source: OECD (2022), https://doi.org/10.1787/6d25b59b-en.
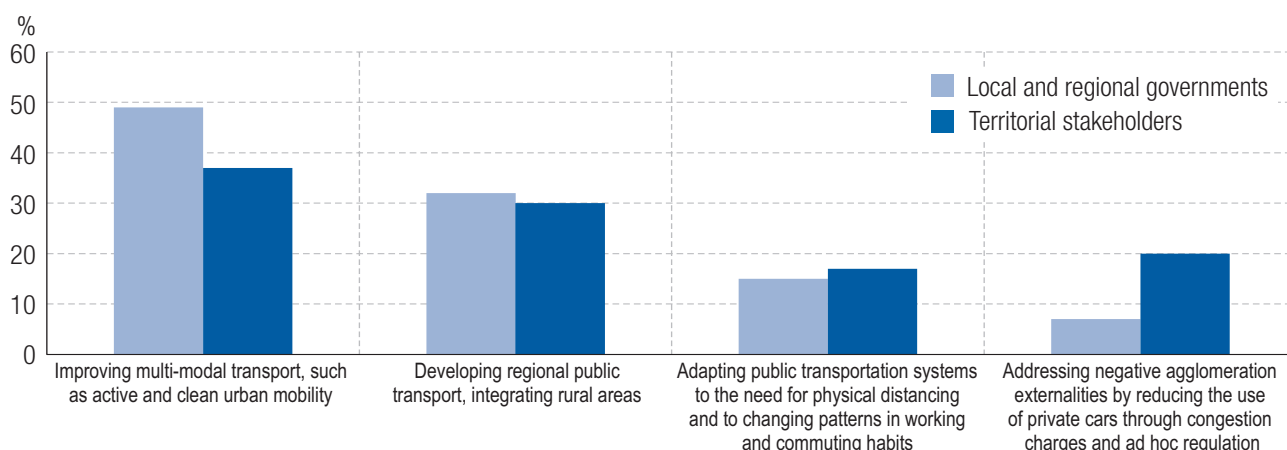
Virtuous cycle:

**Local and regional governments need to address policy challenges like mobility,
climate action and inequalities in an integrated manner, taking their interlinkages into account.**

The SDGs provide a framework to analyse interlinkages and manage trade-offs between key policy areas for sustainability in cities and regions, namely: climate and air quality, sustainable mobility, and inequalities. Various cities and regions take these into account in their policies and strategies, e.g. expanding public transport to reduce inequalities by making mobility more affordable, accessible and less polluting, upgrading cycling infrastructure to provide low-emission mobility options, and increasing car-sharing supply.

In the city of **Bonn**, Germany, clean air and reducing CO_2 emissions are high on the political agenda. However, lowering CO_2 levels to meet European norms is challenging in the face of a growing population and high individual motorised-vehicle traffic due to large commuting flows, among other reasons. Mobility is thus an important issue in public debate from both health and social standpoints. The promotion of cycling has already gained traction in city policy through the Bonn Cycle Route concept. Planned investment in these areas offers an opportunity to improve the overall transport system in Bonn. At the same time, the city should consider the impact of climate measures on inequality, with special attention to vulnerable groups, in particular elderly and youth populations.

In the municipality of **Kópavogur**, Iceland, mitigation and adaptation to climate change (SDG 13) require reducing private car use in favour of public transport, while maintaining green spaces to facilitate carbon capture through trees or other vegetation. To cater for this need, Kópavogur's municipal plan for urban development aligns with Kópavogur's new local strategy, built on 36 SDG targets, with a focus on densification rather than further urban sprawl. 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 offer more affordable and easily accessible mobility alternatives at the local scale, potentially benefitting social equity (SDG 10).

Bonn, Germany

Green and inclusive growth

▶ DID YOU KNOW? ◀

55% of local and regional governments consider raising citizens' awareness of the urgency of climate action their main priority to achieve climate objectives in an inclusive way – contributing to SDGs 10 and 13 (OECD, 2022[2]).

8 DECENT WORK AND ECONOMIC GROWTH — 10% of OECD regions and 17% of OECD cities have achieved SDG 8, 'Decent Work and Economic Growth'.

10 REDUCED INEQUALITIES — 20% of OECD regions and 14% of OECD cities have achieved SDG 10, 'Reduced Inequalities'.

Initiatives that explicitly link environmental, social and economic SDGs offer new job opportunities and promote social cohesion while considering environmental and climate-related implications by:

- stimulating the provision of clean and affordable energy and energy-efficiency to generate cost savings and positive effects for low-income populations

- expanding the circular economy to create synergies between economic and environmental sustainability, while providing new job opportunities, including for disadvantaged populations

- taking advantage of technology and innovation as a driver of environmental sustainability using green technology, and of inclusion using digitalisation to reduce inequalities

Top priorities to transition towards greener cities and regions

Source: OECD (2022), https://doi.org/10.1787/6d25b59b-en.
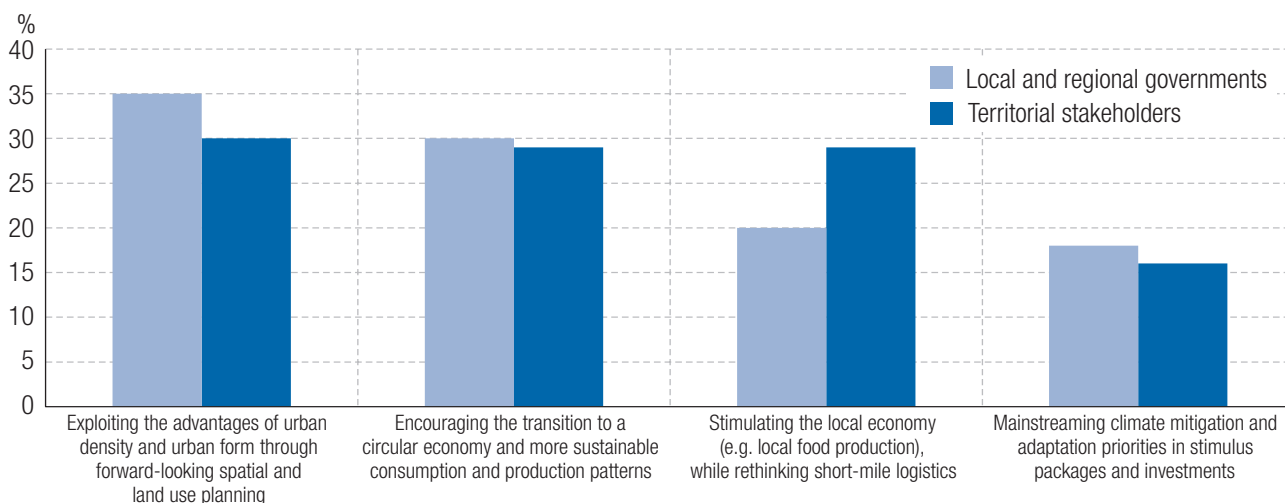
Virtuous cycle:

The SDGs can promote synergies and benefits shared, in particular, between green growth and socio-economic inclusion.

Many cities promote green growth strategies, using the environmental dimension of sustainability to create economic opportunities and inclusion. The SDGs can help prioritise climate goals and address them in conjunction with the social and economic pillars of sustainable development. When cities and regions prioritise social or economic goals, the SDGs help consider the effect on the environment and avoid overlooking climate objectives. For example, the development of new industrial spaces (SDG 9) provides the opportunity to strengthen collaboration between the private and research sectors in sustainability and climate action (SDG 13), providing labour-market (SDG 8) and educational opportunities (SDG 4) to improve inclusion (SDG 10). By conceiving climate and inclusiveness policies in tandem at local scale, governments can reap the benefits of complementarities.

The city of **Curitiba**, Brazil, promotes a "smart city" movement, building an innovation ecosystem to foster smart and sustainable solutions aligned with the implementation of the SDGs. An example is the restoration of an entire community in Caximba, in the south of Curitiba, which is the largest socio-environmental project in the city. The goal is to recover a degraded area with 1 296 vulnerable families. The "smart" actions include the creation of a flood containment dam, a park, a defined area for urbanisation, and road-network, transportation, electricity, sanitation and water supply infrastructure. New technologies used include autonomous and sustainable domestic rainwater reuse powered by solar energy from photovoltaic plates installed on the roofs of residential buildings.

Over the past decades, the city of **Kitakyushu**, Japan, transformed from a manufacturing hub by emphasising sustainability through green growth, renewable energy and the circular economy. In Kitakyushu, the SDGs provide a useful tool to explicitly link environmental, social and economic goals, for instance through offshore wind power generation, ecotourism and culture. These sectors can attract youth, offer job opportunities, and promote social cohesion through intergenerational solidarity and gender equality.

Kitakyushu, Japan

Spatial planning and affordable housing

CHALLENGE

Typical challenges for large metropolitan areas include providing public services and access to quality and affordable housing, while maintaining green areas.

▶ DID YOU KNOW? ◀

Cities are projected to house 55% of the global population by 2050 – 81% of young people who moved within the same country between 2006 and 2016 settled in an urban or intermediate region (OECD, 2019[3]).

11 SUSTAINABLE CITIES AND COMMUNITIES	11% of OECD regions and 17% of cities have achieved the suggested end values for SDG 11, 'Sustainable Cities and Communities'.
15 LIFE ON LAND	Only eight OECD regions and ten cities have achieved the end values for 2030 in SDG 15, 'Life on Land'.

- Maintaining and developing green spaces while continuing to provide sufficient housing quality and quantity is a challenge for many local and regional governments.

- Spatial planning is one of the policy areas that require a functional approach that considers both the core city and its neighbouring municipalities (commuting zone), whose labour market might be integrated with the city.

- Urban densification, such as adjusting building codes and spatial development regulation in urban and regional planning, can be a tool to provide more efficient land use, avoid urban sprawl and achieve sustainable urbanisation in the long term.

Tongeren, Flanders, Belgium

Virtuous cycle:

**An integrated approach to urban planning that seeks efficient spatial planning,
provides access to quality and affordable housing, and maintains green areas
contributes to balanced urban development.**

The challenges of large metropolitan areas include environmental issues, pressure on public services and access to quality and affordable housing. Cities often face complex trade-offs addressing such challenges because, for example, reducing GHG emissions means maintaining and developing green spaces, while also catering to a growing need for affordable housing. Measures to respond include sustainable construction based on waste recycling as a tool to tackle housing and recycling deficits at the same time, sharing with real estate developers the costs of social infrastructure linked to housing projects, and using private financing mechanisms to increase the availability of affordable housing.

In the city of **Bonn**, Germany, the 2019 Sustainability Strategy includes ambitious goals related to the provision of housing (including affordable housing) for a growing population while maintaining the city's green spaces. Using its Integrated Green Infrastructure Action Concept, Bonn protects open spaces as an essential component of a healthy living environment. The strategy also envisages protecting the area of one of the city's largest parks. In addition, the city passed a resolution to introduce the Bonn Building Land Model in response to its stressed housing market. The objective was to create more affordable housing throughout the city and share the costs of social infrastructure with real estate developers. The model provides uniform and binding regulations for all housing development projects. It establishes an urban development contract through which developers commit to construct 40% of the gross floor area of new residential projects as subsidised housing and to cover a share of the costs for the development of childcare institutions in daycare centres.

Housing is an area where the province of **Córdoba**, Argentina, faces challenges: the average number of available rooms per person is lower than the OECD average; less than a third of the province's inhabitants are satisfied with the affordability of housing; and the population growth rate exceeds the built-up area growth rate. The housing deficit emerged as one of the main concerns regarding the achievement of SDG 11. Lack of available land and land degradation are two factors contributing to the housing deficit in Córdoba. Solutions could include bridging the housing supply gap through collaboration between the province and its municipalities on land-use planning policy and regulation to establish a coherent long-term housing development strategy, and fostering sustainable construction using recycled and reusable material.

'Smart living' is among the priorities for the region of **Flanders**, Belgium, outlined in its Vision 2050. Households in Flanders spend on average 28% of their expenses on housing, which is more than in 70% of OECD regions. The Flemish Housing Agency and its partners are experimenting with transition management principles to involve the private sector in contributing to smart living in Flanders. Their work focuses on developing sustainable neighbourhoods conducive to sustainable lifestyle choices (e.g. living and working in the same neighbourhood), while experimenting with new private financing mechanisms to increase the availability of affordable housing.

THE SDGs ADDRESS PLACE-BASED CHALLENGES WITH A GEOGRAPHIC LENS

Planning and strategies

CHALLENGE
Local and regional governments should not see the SDGs as an additional agenda, but as a framework to shape, improve and implement their visions, strategies and plans.

▶ DID YOU KNOW? ◀

68% of LRGs using the SDGs to recover from the COVID-19 pandemic decided to shape new plans, policies and strategies or adapt existing ones based on the 2030 Agenda (OECD, 2022[2]).

- The SDGs provide a tool to overcome the challenges of sector-based planning and shift from a sectoral to a multi-sectoral and holistic approach in the design and implementation of strategies and policies.

- The SDGs framework allows cities and regions to prioritise goals while considering and managing the links, impacts and trade-offs concerning other goals.

- Around 40% of local and regional governments (LRGs) responding to an OECD-CoR survey (2021) have elaborated a dedicated strategy or action plan for SDG implementation.

Benefits motivating the use of SDGs to guide recovery

Source: OECD (2022), https://doi.org/10.1787/6d25b59b-en.
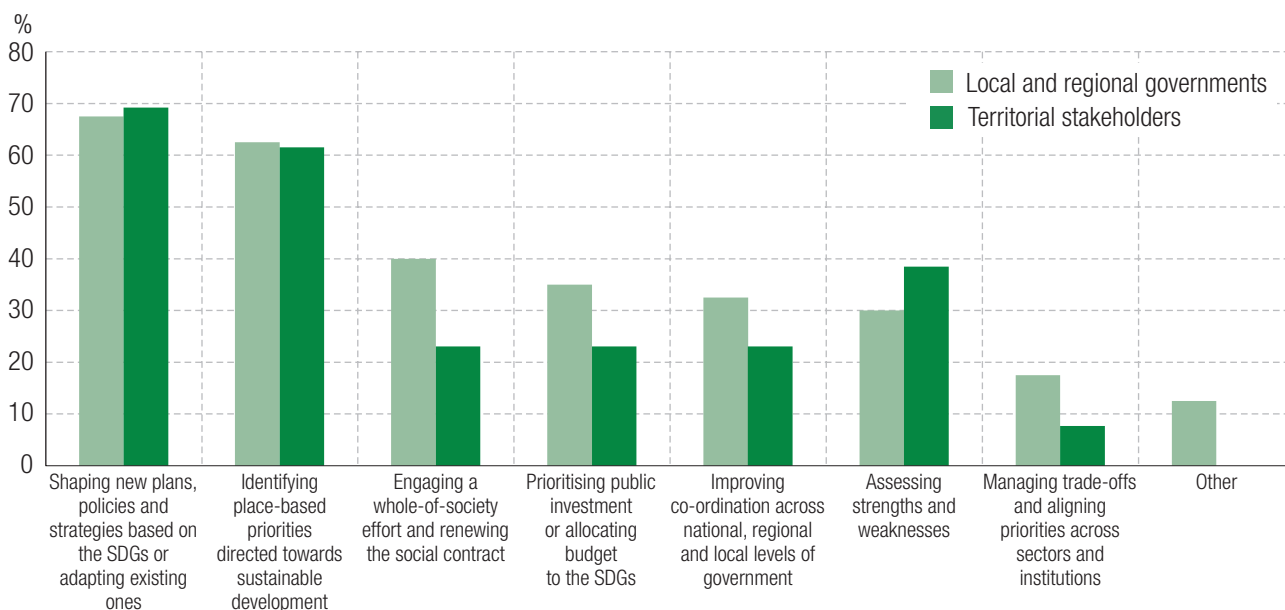
Virtuous cycle:

Cities and regions use the SDGs to design and formulate new local and regional development strategies with sustainability at their core.

The 2030 Agenda provides a long-term vision for strategies, plans and policies with a clear and common milestone in 2030. Many cities and regions across OECD countries use the SDGs as a framework to put sustainability at the core of their development strategies, plans and programmes. Examples range from using the SDGs as a checklist to assess how their programmes align with sustainable development outcomes, adapting existing plans and strategies to the SDGs, and formulating new plans and strategies based on the SDGs.

The region of **Flanders**, Belgium, put in place a regional development policy framework with two overarching strategies based on the SDGs to respond to and leverage megatrends. On one hand, Flanders' Vision 2050 contributes to the 2030 Agenda by setting an aspiration for a sustainable region and seven transition domains to achieve it. On the other hand, Focus 2030 guides the implementation of the SDGs, identifies 48 relevant goals and sets mid-term objectives towards 2030. From these two strategies, public agencies have derived a number of policy plans (e.g. the Energy and Climate Plan 2021-30).

Kópavogur is the first municipality in Iceland to embrace the SDGs to enhance its sustainable development while boosting efficiency and transparency in the municipal administration. In September 2018, Kópavogur adopted a holistic local strategy, including its vision, values, mission statement and 15 prioritised SDGs and 36 targets. A crucial aspect of Kópavogur's strategy to break policy silos, using the SDGs and their targets as a platform to explore synergies between interconnected goals. This constitutes a new way of working for the municipality, where there was no prior tradition of holistic strategies, but rather separate visions for each policy sector.

The region of **Southern Denmark**'s regional development strategy, called Southern Denmark of the Future 2020-2023, provides a holistic framework for regional development based on the SDGs. In this region, the SDGs provided an opportunity to design a new strategy building on the earlier regional strategy called The Good Life, which had a strong focus on well-being. To address environmental challenges, a set of initiatives related to green transition, climate and resources were included in the new strategy, focusing on resource optimisation, including the circular economy, and utilisation of alternative materials to minimise environmental impacts.

Ghent, Flanders, Belgium

Territorial disparities

▶ **DID YOU KNOW?** ◀

The Clean Energy (SDG 7) target of 'more than 81% of electricity from renewable sources' shows the highest disparity among OECD cities – while 30% reached the target, the rest are only half way there.

- Even if a country or region shows strong performance across most SDGs, internal territorial disparities might call for further attention to the pitfalls of specific development paths.

- Rural and urban areas face different challenges and opportunities for sustainable development. For example, productivity in rural areas in OECD countries is less than 80% of the average productivity in urban areas within the same country. Likewise, unemployment rates usually differ by a factor of three or more across OECD regions within the same country (OECD, 2019[4]).

- Regions use the SDGs as a tool to reduce disparities between their municipalities.

Share of regions that have not achieved SDG end values for 2030
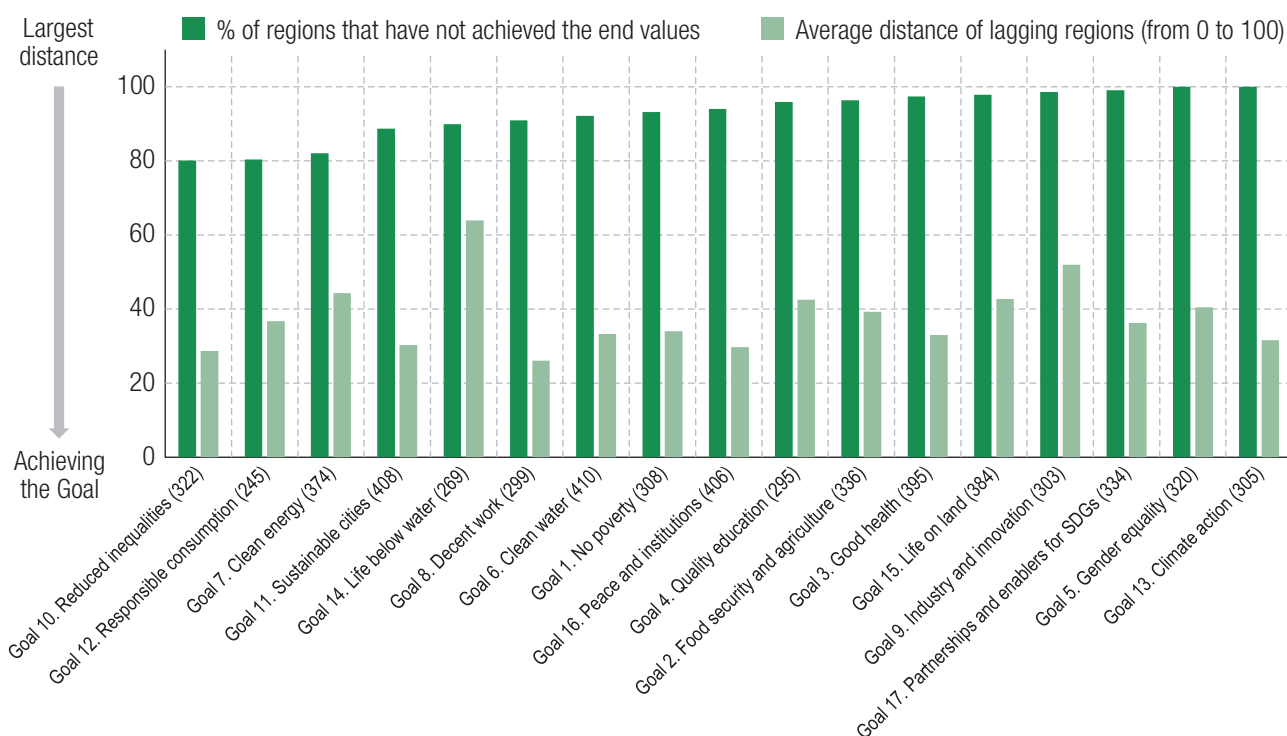
Note: This graph uses 39 indicators distributed across the 17 SDGs. Number of regions between brackets. "Lagging regions" are the regions that have not achieved the end values for 2030.

Source: OECD (2020), https://doi.org/10.1787/e86fa715-en.

Virtuous cycle:

National governments, regions and cities use the SDGs to compare progress, document territorial disparities and identify gaps and opportunities to develop in sustainable ways.

The factors leading to poor socio-economic and environmental performance are usually context-specific and need to be tackled through place-based policies. Consequently, regional development policy has a role in addressing the root causes of persistent territorial disparities. The SDGs can help better address some of the underlying causes of regional disparities. To shed light on territorial disparities and go beyond national averages, many regions and cities are defining place-specific sets of SDGs indicators and put policies in place to target the origins of those disparities.

The region of **Paraná**, Brazil, uses the SDGs to reduce territorial disparities across the state. GDP per capita varies considerably between municipalities in Paraná. In 2017, the average GDP per capita was BRL 37 221, but spanned from BRL 11 000 in Piraquara to more than BRL 123 000 in Araucária. Although Paraná has a high degree of urbanisation, most of its population is concentrated in a few municipalities with leading-edge companies, mainly located in the metropolitan region of Curitiba, the state's capital. To foster the implementation of the SDGs across its territory and reduce disparities, Paraná supports its municipalities in aligning local planning with the SDGs by establishing guidelines and through a pact with 359 municipalities committed to integrating the SDGs into their municipal comprehensive plans, prioritising projects and allocating budgets in line with the 2030 Agenda.

The county of **Viken**, Norway, shows strong performance on most SDGs, especially compared to the average of OECD regions. Yet, territorial disparities among areas of Viken call for attention to possible pitfalls of continuing the current development path. Within Viken county, Akershus is a predominantly urban region, while Buskerud and Østfold are intermediate, and Østfold is more rural. Østfold's slower population growth is likely due to its relatively small labour market, which concentrates in manufacturing. Intra-regional challenges relate to employment and social inclusion. Looking at data from an intra-regional perspective and with a more granular view helps spot potential threats to long-term sustainability. A place-based approach can maximise the assets and strengths of all the territories and promote better access to economic development opportunities, labour market, skills and education across the county.

Drammen, County of Viken, Norway

Appropriate scale

Administrative boundaries delineate policy footprints, but problems
and solutions follow economic geographies.

▶ DID YOU KNOW? ◀

Indicators such as CO_2 emissions, wage inequality or waste management measured within administrative boundaries might not reflect the reality of people living in highly integrated towns that form wider functional areas.

- Cities and regions use the SDGs to embrace a functional-urban-area approach that helps address sustainable urban development challenges at the appropriate scale.

- By using the SDGs and adopting a functional rather than purely administrative approach, cities and regions can more effectively identify and address challenges such as transport, housing and waste management, which cross administrative boundaries.

Reykjavik, Iceland

Virtuous cycle:

The SDGs help neighbouring municipalities strengthen collaboration and co-ordinate actions across the urban core and the periphery, and between urban and rural territories.

The SDGs can foster an approach based on functional territories. They offer a framework that neighbouring municipalities can use to strengthen collaboration and co-ordinate actions. To be effective, policies and strategies to achieve the SDGs should be co-ordinated across administrative boundaries to cover the entire functional area. For example, a functional approach allows better analysis and provision of policy solutions to issues such as transport, waste management, climate-change adaptation and labour market dynamics that go beyond a city's administrative boundaries. Cities and regions should combine data and indicators at different scales, from those related to administrative boundaries (the unit for political and administrative action) to those related to functional approaches (the economic geography of where people live and work).

The **Rhine-Neckar** metropolitan region, Germany, takes a functional approach to regional development. Created through a state treaty between the federal states of Baden-Württemberg, Rhineland-Palatinate and Hesse, the metropolitan region takes the role of a co-ordinator in various policy areas across seven counties and 290 municipalities with a legally binding mandate in cross-border regional and spatial planning. In the area of transportation, which spans municipal and state boundaries, the metropolitan region elaborated a mobility pact with partners from the states, municipalities, chambers of commerce, businesses and public transport associations. The pact contains a holistic concept for the mobility requirements of the region and measures such as the development of an integrated transport model for the region that considers all modes of transport.

The municipality of **Kópavogur**, Iceland, manages waste through the SORPA municipal association, which includes the municipalities in the area in and around the capital Reykjavik that collectively collect and handle waste from households and businesses. SORPA is also responsible for managing the landfill, where unsorted waste is deposited. Efforts to strengthen the municipalities' performance on responsible production and consumption (SDG 12) and climate action (SDG 13) are put in place by SORPA. For example, a new biogas and composting plant, Gaja, has been opened in the capital area as part of a joint waste management policy by the municipalities.

Heidelberg, Rhine-Neckar, Germany

THE SDGs ADDRESS INSTITUTIONAL CHALLENGES WITH A RELATIONAL LENS

Multi-level governance

CHALLENGE
Regional and local actions are key to achieving the SDGs, but their input and involvement in national strategies remain weak.

▶ DID YOU KNOW? ◀

Structured mechanisms are the most common form of vertical co-ordination for local and regional contributions to Voluntary National Reviews – used by 28% of respondents to a 2021 OECD-CoR survey (OECD, 2022[2]).

- Ensuring policy coherence and systematic engagement of local and regional governments in national policy-making and SDG monitoring can be a challenge. According to an OECD-CoR survey (2021), only around half of local and regional governments contribute to their national government's Voluntary National Review (VNR) on the SDGs.

- The competencies and resources of cities and regions depend on countries' degree of decentralisation. Three priorities for local and regional governments in implementing the SDGs are:

  - aligning national and local priorities and ensuring consistency among policies implemented at the national and subnational levels

  - channelling investment towards sustainability across levels of government

  - setting incentives to enhance multi-level governance for sustainability

Participation in Voluntary National Reviews

Source: OECD (2022), https://doi.org/10.1787/6d25b59b-en.
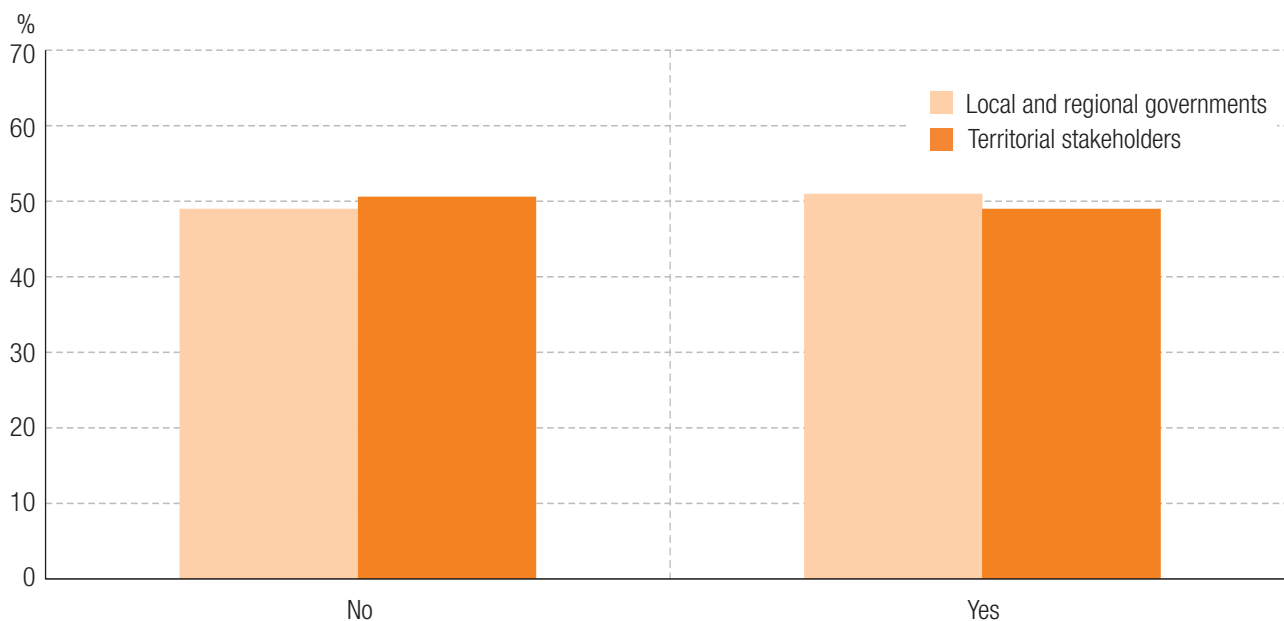
Virtuous cycle:

National and subnational governments use the SDGs to promote policy coherence across levels of government, align priorities and rethink sustainable development through a bottom-up approach.

An increasing number of national governments support the localisation of the SDGs in cities and regions, both through technical co-operation and financial support.

In **Germany**, drawing on experiences with the Local Agenda 21, the federal government provides technical and financial support to municipalities to implement the SDGs through a multi-level governance framework including SKEW (the Service Agency Communities in One World of Engagement Global) and BMZ (the Federal Ministry for Economic Co-operation and Development). Since 2017, SKEW supports municipalities in federal states to localise the SDGs through the Municipalities for Global Sustainability project. The project helps involve all levels of government and connect with international organisations. In **Japan**, the expanded SDGs Action Plan is a national commitment to support local contribution to the SDGs through the Future Cities initiative, comprising 29 local governments. Ten were selected as SDGs Model Cities and received financial support from the national government to implement their strategies. The initiative promotes the establishment of SDG governance structures by local governments following the model of the national SDGs Promotion Headquarters within the Cabinet Office.

National governments can engage regions and cities in the process of Voluntary National Reviews to strengthen vertical co-ordination, facilitate multi-level dialogue around success stories and challenges, and encourage subnational levels to go beyond national averages and examine regional disparities. At the same time, cities and regions can use Voluntary Local and Subnational Reviews to strengthen multi-level governance by shedding light on local initiatives, developing indicator frameworks for subnational measurement, and increasing international visibility of their sustainability initiatives.

Norway's second VNR, co-ordinated by the Ministry of Local Government and Modernisation in 2021, puts emphasis on local and regional implementation of the SDGs. The Ministry developed the VNR in collaboration with the Norwegian Association of Local and Regional Authorities, which prepared a Voluntary Subnational Review (VSR), including two surveys on the SDGs for all municipalities and regions.

Implementation of the SDGs relies on policy coherence to reap the benefits of the 2030 Agenda. Several pilot cities and regions foster a holistic approach in institutional frameworks to overcome policy silos.

In the region of **Flanders**, Belgium, the Association of Flemish Cities and Municipalities (VVSG) co-ordinated an SDG pilot project aiming to experiment with integrating the SDGs in local policies to promote coherence for sustainable development. Throughout the project, VVSG provided support to 20 municipalities located in different areas of the region, having varying population sizes and levels of experience with the SDGs. Together with the pilot municipalities, VVSG developed practical tools and guidelines to integrate the SDGs into local policy, promoted and disseminated to all Flemish municipalities. In the city of **Kitakyushu**, Japan, the SDG Promotion Headquarters guides the city administration in implementing the SDGs. The aim is to co-ordinate all government institutions relevant to the 2030 Agenda under the leadership of the Mayor. These efforts are supported by two governance structures: the Kitakyushu City SDG Council on one hand, and the Kitakyushu SDG Club on the other, which has 1800+ members registered.

Financing and budgeting

▸ DID YOU KNOW? ◂

*The annual financing gap to achieve the SDGs is estimated at USD 2.5 trillion,
exacerbated by increasing needs and declining resources following the COVID-19
outbreak, estimated at USD 1.7 trillion (OECD, 2020[5]).*

- Funding gaps prevent local and regional governments (LRGs) from using the SDGs to guide their recovery strategies from the COVID-19 pandemic.

- LRGs are responsible for 54.6% of public investment in OECD countries and 36.6% of total public spending in 2020.

- Financial instruments at the disposal of LRGs to support implementation of the SDGs include sustainable public procurement, SDG budgeting, and support schemes to de-risk sustainability investments in the private sector.

- It is estimated that non-traditional sources of development funding (e.g. microfinance, crowdfunding and foundations) account for only 1.4% of SDG funding needs.

Obstacles to using SDGs to guide recovery

Source: OECD (2022), https://doi.org/10.1787/6d25b59b-en.
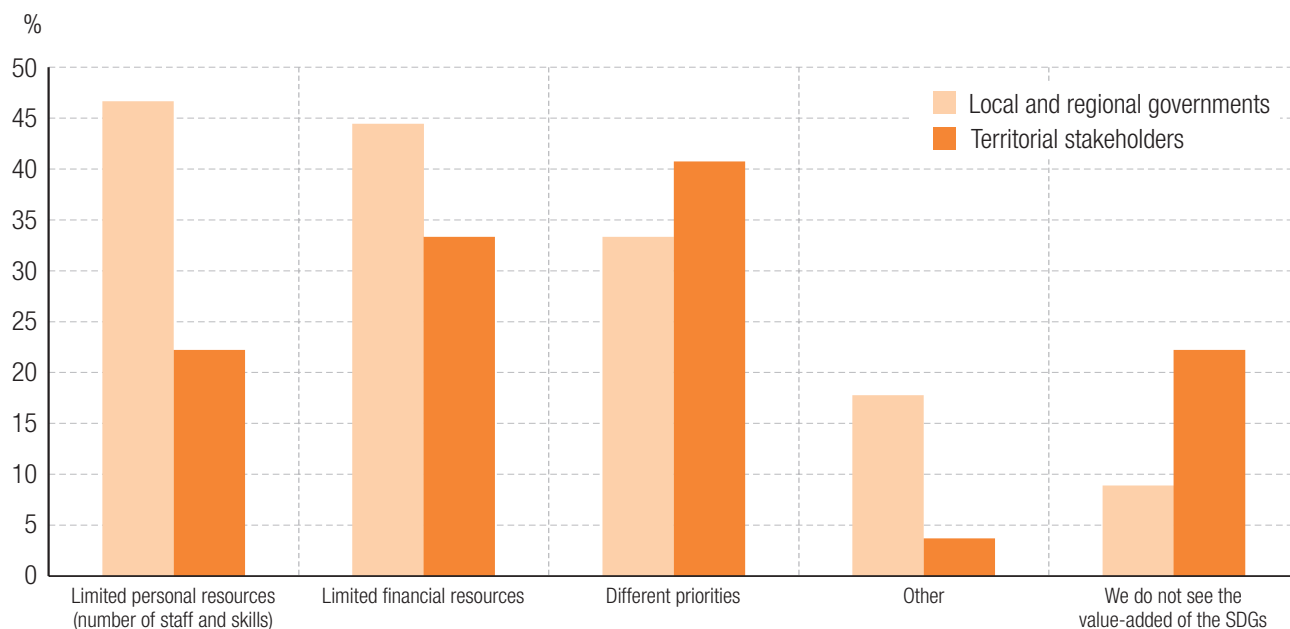
Virtuous cycle:

Using the SDGs as a budgeting tool in cities and regions, and mainstreaming sustainability criteria in public procurements are levers to channel funds towards the 2030 Agenda.

The lack of sufficient funding for the implementation of the SDGs is a challenge for local and regional governments. A possible measure to secure sufficient funding includes mainstreaming the SDGs in budgeting processes to ensure adequate resources to implement the 2030 Agenda. Another tool is to integrate sustainability criteria in public procurement to achieve economic, social and environmental outcomes aligned with the SDGs. Uptake of sustainable public procurement requires rules, regulations and awareness among public procurement offices about the benefits of sustainable public procurement.

In the city of **Mannheim**, Germany, the 2022-23 budget cycle is based on the Mannheim 2030 city strategy and the SDGs. For example, the city reports how much is spent on core themes related to the SDGs, such as education or the environment. Mannheim integrates impact and performance targets into budget documents, including specific indicators for strategic objectives linked to the SDGs.

The state of **Paraná**, Brazil, mainstreams the SDGs in medium-term planning and budgeting tools. It aligned its Plano Plurianual (PPA) for 2020-23 and other tools for planning and budgeting with the SDGs. In addition, the state is developing actions to improve monitoring and evaluation systems of policies based on the alignment of the PPA with the SDGs through a participatory process, better allocation of the state's annual budget, and the adoption of monitoring tools to track progress on the implementation of the SDGs.

In the city of **Bonn**, Germany, public procurement plays an important role in its Sustainability Strategy. A key is city administration's 'fair procurement' practice, whereby Fair Trade principles are applied in public procurement. The city administration signed a resolution to only serve Fair Trade goods in official meetings and procured Fair Trade workwear for all employees of the Office for Green Spaces and Parks.

In the region of **Flanders**, Belgium, the Flemish government and municipalities apply sustainable public procurement (SPP) practices to ensure that public spending supports responsible business conduct that promotes social and environmental goals. In January 2016, a plan for a co-ordinated policy for public procurement was adopted, aiming for effective and efficient use of public procurement to contribute to the achievement of all policy objectives. The Government of Flanders also supports local authorities through opening its framework agreements, including by providing model tenders and specifications, and by co-financing the SPP Helpdesk for local governments.

Ubiratã, State of Paraná, Brazil

Stakeholder engagement

<table>
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CHALLENGE

The SDGs can only be achieved if local, regional and national governments engage
with the private sector, civil society, youth and academia.
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▶ DID YOU KNOW? ◀

*39% of the respondents to the 2019 OECD-CoR Survey report dialogue with
mainly civil society or NGOs, followed by universities and citizens (both 31%) – 28%
collaborate with the private sector, and 26% plan to (OECD/CoR, 2019[6]).*

- Businesses that go beyond corporate social responsibility and invest in sustainable development have an essential role in the 2030 Agenda. But there is a gap between big companies aware of and active in integrating the SDGs in their core business, and SMEs that are either not aware of the SDGs or lack the financial and human resources to address them.

- Civil society organisations have an important role to drive progress towards the SDGs and hold governments at all levels accountable for their commitments to the 2030 Agenda.

- Youth councils are a tool to formalise the engagement of young people in the 2030 Agenda, and gained a strong voice in sustainable development on the global stage in recent years.

- Universities can support cities and regions by generating the knowledge required to address the SDGs by co-designing policies and strategies, monitoring and evaluating policies and progress, and contributing to the development of Voluntary Local Reviews.

Awareness of the SDGs among cities, regions and stakeholders

Source: OECD/CoR (2019), https://cor.europa.eu/en/events/Documents/ECON/CoR-OECD-SDGs-Survey-Results-Note.pdf.
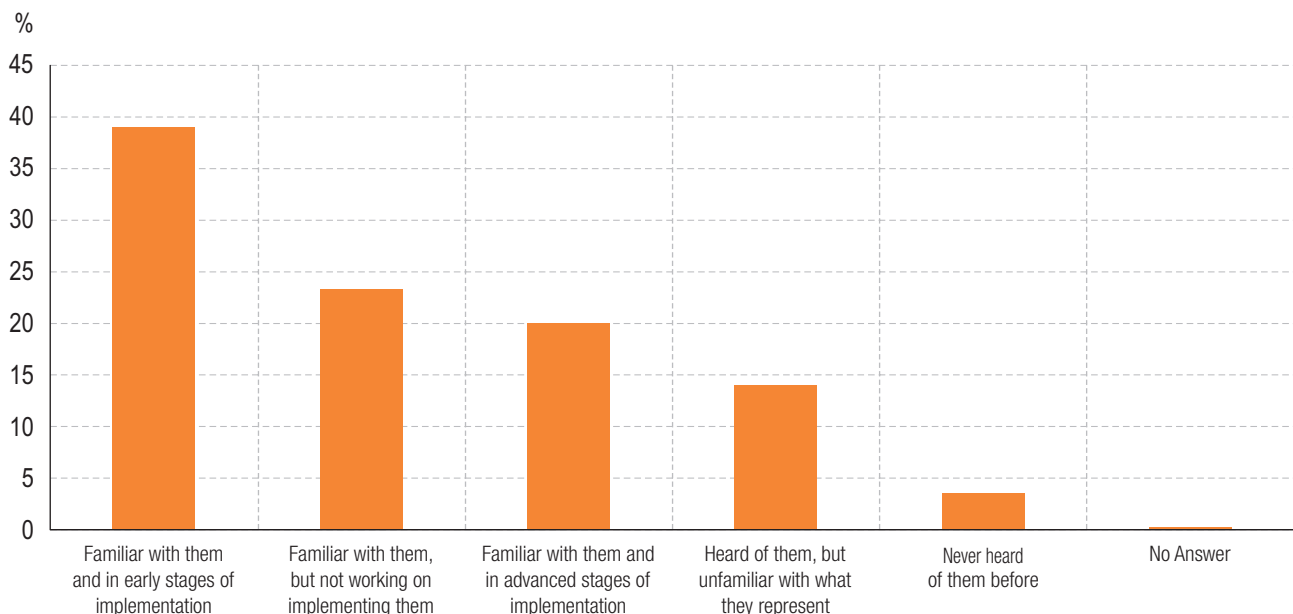
Virtuous cycle:

**Stakeholder engagement around the SDGs increases awareness
and action by the community, and heightens government accountability.**

Private sector

To leverage private sector contributions to the SDGs, cities and regions can use a variety of tools and instruments, ranging from awareness-raising about the SDGs among local businesses, providing space and platforms for networking, and using government support schemes to de-risk investments in innovation.

The region of **Flanders**, Belgium, incentivises the de-risking of investments in clean energy. It put in place a guarantee scheme for businesses in the geothermal sector that invest in technology projects. If estimated energy production is not achieved, the government can pay back some of the costs. Companies contribute to the scheme by paying a premium. Through its marketing office, the municipality of **Kópavogur**, Iceland, signed a Memorandum of Understanding with private companies on implementing the SDGs. In the region of **Southern Denmark**, an example of a public-private partnership that highlights how joint efforts can align public and private priorities is the Centre for Industrial Electronics (CIE), established in 2017 through a partnership between the University of Southern Denmark, the region of Southern Denmark, and the companies Danfoss and Linak, headquartered near Sønderborg municipality.

Civil society

Civil society is key for the achievement of the SDGs. The SDGs are a powerful tool to engage civil society in policy-making processes and strengthen accountability. Civil society organisations raise awareness of the 2030 Agenda among stakeholders and citizens, allowing informed citizens to change their daily habits.

The city of **Kitakyushu**, Japan, set up an SDGs Club that raises awareness of the 2030 Agenda by promoting SDG activities and collaboration among its members, and offers funding support for companies' SDG-related activities. In the province of **Córdoba**, Argentina, civil society representatives, government, academia and the private sector developed a matrix to identify synergies across the SDGs in the province. This collaboration defined strategic lines of action to contribute to the achievement of the social SDGs and promote social inclusion by means of a participatory process. The state of **Paraná**, Brazil, uses the *Paraná de Olho nos ODS* (Paraná Keeping an Eye on the SDGs) pledge to gain public support for the SDGs from a variety of institutions, including civil society. The pledge encourages institutions to mainstream the 2030 Agenda in their routines and engage with other partners.

Youth and universities

Youth engagement in the 2030 Agenda is sometimes organised through youth councils. This is the case in the region of **Flanders** in Belgium, **Iceland**, and the county of **Viken** in Norway. Schools are also introducing the SDGs into curricula. In the region of **Southern Denmark**, a network of secondary schools (Global High Schools) takes a proactive approach to raising awareness, spreading knowledge and fostering action for the SDGs. The province of **Córdoba**, Argentina, together with the Córdoba Regional Faculty of the National Technological Universities, created the SDG Forum, a mechanism for analysis, debate, dissemination, promotion and awareness of the SDGs among civil society actors.

2 | How-to: Checklist and examples of territorial actions on the SDGs

This part of the toolkit provides a user-friendly one-stop-shop of examples to help policy-makers implement the five pillars of the OECD Checklist for Public Action to facilitate the uptake and implementation of the SDGs as a tool for better policies and better lives by:

- integrating the SDGs into territorial policies and strategies

- improving multi-level governance structures and policy coherence for the implementation of the SDGs

- aligning budget and financing to ensure resources for sustainability

- understanding how cities, regions and countries perform on the SDGs and their targets

- engaging stakeholders in the implementation of the SDGs

Esbjerg, Southern Denmark, Denmark

PILLAR 1. POLICIES AND STRATEGIES

> Define and shape local and regional development visions, strategies, plans, and reorient existing ones using the SDGs as a guiding framework, considering pressing and emerging challenges posed by megatrends such as climate and demographic change, urbanisation, digitalisation and globalisation.

Southern Denmark, Denmark – Southern Denmark of the Future 2020-2023 regional development strategy

Source: OECD (2020),
https://doi.org/10.1787/8d672234-en

Southern Denmark's regional development strategy – Southern Denmark of the Future 2020-2023 – focuses on promoting holistic regional development through a framework of interlinked SDGs. Approved in May 2020, it includes six strategic tracks with corresponding priority SDGs, and four cross-cutting themes. Each of the tracks (Green transition, climate and resources; Clean water and soil; Skills for the future; Healthy living conditions; An attractive region, rich in experiences; Mobility for all) is implemented through specific sub-strategies.

The first strategic track, 'Green transition, climate and resources', for example, contributes to making Southern Denmark climate-neutral and independent of fossil fuels by 2050. Initiatives in this area include resource optimisation, including a circular economy with improved use and reuse of materials, to minimise environmental impacts. Another example is the 'Healthy living conditions' track, which builds on regional competence in health and social care innovation. The goals are to improve citizens' mental and physical well-being and strengthen the evidence base for local and socio-economic differences in health outcomes and use of the healthcare system. Moreover, new solutions for the healthcare sector are explored in public-private innovation programmes, such as digital healthcare to improve service access throughout the region and reduce inequalities in health outcomes.

The SDGs help ensure coherence across strategic tracks and consider interlinkages between the goals, for instance to guarantee that an initiative designed to solve mobility issues does not cause adverse impact on the climate or environmental goals. SDG 17, 'Partnerships for the Goals', a priority for the region, is a lever for all the strategies. Progress reporting takes place on an annual basis with reference to the regional goals set in the strategy. Indicators capture progress, remaining challenges and new developments (OECD, 2020[7]).

Flanders, Belgium – Vision 2050 and Focus 2030 sustainable development strategies

Flanders has two sustainable development strategies: (1) Vision 2050, focusing on seven transition priorities (Circular economy, Smart living, Industry 4.0, Lifelong learning, Caring and living together in 2050, Transport, and Energy); and (2) Focus 2030, guiding adaptation and implementation of the SDGs.

Vision 2050 is the latest update to the Flemish government's sustainable development strategy. Adopted in 2016, it constitutes a forward-looking policy document outlining a vision for Flanders as "an inclusive, open, resilient and internationally connected region that creates prosperity and well-being for its citizens in a smart, innovative and sustainable manner". For the 'Smart living' priority, the Flemish Housing Agency and its partners are experimenting with transition-management principles to involve the private sector. Their work focuses on developing neighbourhoods conducive to sustainable lifestyles (e.g. living and working in the same neighbourhood), while experimenting with private financing to increase affordable housing.


Source: Region of Flanders (2018),
https://publicaties.vlaanderen.be/view-file/28831

Focus 2030 identifies 48 goals to achieve the 2030 Agenda. These are not a one-to-one fit with the SDGs, but map to the SDG framework. Some prior objectives related to sustainable development were updated and new goals defined to match the SDGs, which are seen as an indivisible whole with equal importance.

Vision 2050 and Focus 2030 encompass all policy domains. While Vision 2050 is a long-term strategy that guides all Flemish policies to incorporate sustainable development, Focus 2030 explicitly addresses the SDGs and provides a holistic framework with concrete midterm objectives within the competencies of the Flemish government, to achieve by 2030 (OECD, 2020[8]).

Kópavogur, Iceland – Mainstreaming the SDGs in local development strategies

Source: OECD (2020),
https://doi.org/10.1787/e0f3c1d6-en.
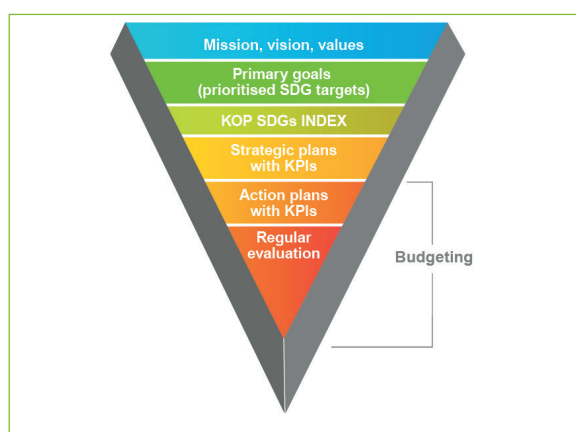
Kópavogur was the first municipality in Iceland to mainstream the SDGs in its local development strategy, building on their identification as the overall framework for the municipality as early as 2016. One goal of the strategy is to simplify, co-ordinate and "set the tone" for other plans and policies implemented in Kópavogur. Many existing strategies only have subjective goals disconnected from action plans, performance measures or the budget process. The "Kópavogur model" translates its mission, vision and values into concrete action plans with key performance indicators and regular monitoring, reflecting the municipality's commitment to accountability and transparency.

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. In that context, Kópavogur uses the SDGs as a 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 SDGs 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.
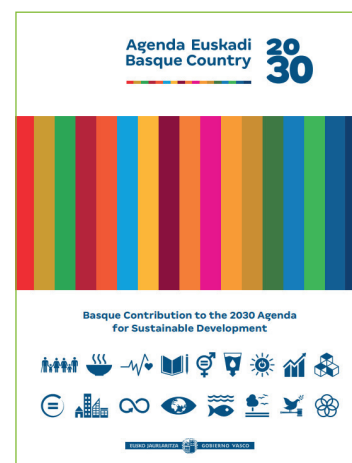
Furthermore, to break policy silos, Kópavogur revised its Municipal Plan, which guides municipal planning from 2019 to beyond 2031, in accordance with Kópavogur's new SDG strategy (OECD, 2020[9]) and its 36 priority SDG targets. The focus of the municipal plan is to enhance inclusive and sustainable urbanisation by increasing densification and ensuring access to sustainable transport modes and open green spaces.

Basque Country, Spain – Agenda Euskadi Basque Country 2030 to align government programmes with the SDGs

The Basque Country, Spain, considers the 2030 Agenda an opportunity to strengthen the Basque model of growth and social welfare, with a focus on human development, sustainable growth and quality of life. It developed the Agenda Euskadi Basque Country 2030 (Euskadi 2030) to align the administration's programme and sectoral policies to the SDGs. Since 2018, the Basque Country localises the SDGs covering all relevant policy areas. It is time-bound, running to 2030 with policy initiatives divided into 4-year blocks coinciding with the legislative cycle. To emphasise the international nature of the SDGs, Euskadi 2030 ignores narrowly domestic issues of no global interest. It is intended to be participatory, meaning that all social, economic and cultural stakeholders in each policy area are responsible for contributing to the achievement of goals and targets.

To localise the SDGs in the Basque Country, Euskadi 2030 maps the contribution of the Basque Government Programme (15 objectives - such as poverty reduction, lower school dropout rates and a reduction in unemployment - 15 strategic plans, 54 sectoral plans, 28 legislative initiatives and 175 commitments) and its sectoral policies to the 2030 Agenda. This mapping shows that all 100 targets of Euskadi 2030 align with the 17 SDGs.

Source: Government of the Basque Country (2017), https://www.euskadi.eus/contenidos/informacion/agenda2030/en_def/adjuntos/Agenda_Euskadi_Basque_Country_2030_sustainable_development.pdf

Furthermore, the Basque Country has created the General Secretariat for Social Transition and the 2030 Agenda, a structure attached to the Basque Presidency. It is a body designed to boost and co-ordinate the strategies and actions of three interrelated processes: (1) updating of the agenda considering the adaptation of social habits to the evolution of the COVID-19 pandemic and its consequences; (2) driving the main social transitions; and (3) multi-stakeholder co-ordination of the 2030 Agenda in the Basque Country.

San Sebastián, Basque Country, Spain

> Use the SDGs to address concrete local challenges that require a holistic approach to be fit-for-the-future, 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.

Paraná, Brazil – Using the SDGs to reduce territorial disparities

Source: Government of the State of Paraná (2019), http://www.portaldatransparencia.pr.gov.br/arquivos/File/PPA/Lei_PPA_n_20077_ano_2020_2023_Final.pdf

The state of Paraná uses the SDGs to reduce territorial disparities by aligning its planning tools to the 2030 Agenda and promoting the exchange of good practices among municipalities at different levels of development. Paraná leveraged the SDGs in its 2020-23 Multi-Year Plan (PPA) and defined policy priorities based on the 2030 Agenda. To ensure that policies designed in the PPA target the SDGs, the State Secretariat of Planning collaborates with the State Audit Court to remodel the PPA goals' monitoring system towards the SDGs. Paraná also established a Superintendence of Economic and Social Development entrusted with the elaboration of a long-term sustainable development vision in line with the SDGs.

The new superintendence is developing an overarching sustainable development plan that will integrate existing plans, initiatives, and forward-looking strategies and actions to advance the 2030 Agenda. As part of its efforts to use the SDGs as a framework to reduce the territorial socio-economic disparities across and within the municipalities, Paraná developed a specific Sustainable Development Plan for the Coastline of Paraná. The plan establishes development priorities to achieve the SDGs in the seven municipalities along Paraná's coastline. Finally, the state shares good practices with municipalities for the implementation of the SDGs at local level to encourage further action on the SDGs in the state. More specifically, Paraná supports municipalities in aligning their planning with the SDGs by establishing guidelines and through a pact with municipalities committed to integrating the SDGs into comprehensive municipal plans, prioritising projects and better allocating budgets in line with the 2030 Agenda (OECD, 2021[10]).


Curitiba, State of Paraná, Brazil

Viken, Norway – Regional Planning Strategy for a Sustainable Viken 2020-24

In Viken, Norway, the overarching Regional Planning Strategy for a Sustainable Viken 2020-24 sets the ambition for the county while subsequent plans will operationalise efforts to achieve its targets. The strategy leverages the SDGs holistically within the framework of the Norwegian planning system. It outlines Viken's efforts towards the 2030 Agenda along with five long-term goals Viken aims to achieve through actions categorised into a matrix system with six entry points: (1) Quality of life, Well-being and equal opportunities; (2) Sustainable and just economic systems; (3) Sustainable land use, food production and nutrition; (4) Reduced GHG emissions and energy decarbonisation; (5) Holistic urban and local development; (6) Environment, ecosystem and biodiversity and four levers: (1) Governance, regulation and legal; (2) Economy and finance; (3) Individual and collective action; (4) Science and technology. The matrix was adapted from the Global Sustainable Development Report (GSDR) 2019 and expert panels' focus areas and tools for achieving the goals of the 2030 Agenda.

Source : OECD (2020),
https://doi.org/10.1787/dc1b182d-en.
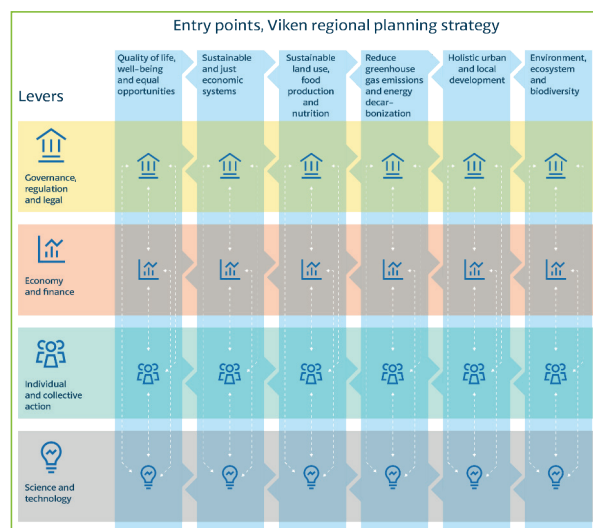
Viken emphasises the SDGs as a holistic framework. Accordingly, in developing regional plans focused on issues under the umbrella of the regional planning strategy, the focus is to identify synergies between areas of intervention and following cross-cutting themes of climate and environment, public health, and collaboration. This resulted in three plans that contribute to the goals of the strategy, namely: (1) increased quality of life, participation and equality; (2) competence and value creation; and (3) land use and mobility. To that end, Viken uses the planetary boundaries model developed by the Stockholm Resilience Centre to illustrate the fundamental importance of the environmental dimension of the SDGs, i.e. social and economic development are embedded parts of the biosphere and thus cannot be achieved without taking the environmental SDGs into consideration (OECD, 2020[11]).

Sandvika, County of Viken, Norway

Kitakyushu, Japan – Using the SDGs to promote synergies between the environmental, social and economic dimensions of sustainability

Fostering a trusted Green Growth City with true wealth and prosperity, contributing to the world

3 pillars

Economy
"Development of new industries in harmony between people and the environment"

Society
"Creation of a society in which every single person can take action and play a vibrant role together"

Environment
"Creation of a sustainable city as a model for the world"

Basic concept

1 Creation of new businesses to design a frontier city

2 Creation of energy industries that will form the core of new industry

1 Creation of opportunities for all through actions on gender, euqality, and other areas

2 Improvement of quality of life (QOL) through activities with the public participation

1 Development of an energy management and circular system as a model for other cities

2 Creation of a stock-based society through the formation of a compact city

3 Promotion of international contributions making use of Kitakyushu's technologies and experience

Principal actions

- Develop, improve, and introduce nursing care robots, other
- Promote the formation of a hub for next-generation automobile industries

- Form a local energy hub for wind power farms, other

- Create a sound society to empower all women
- Build motivation in life for the elderly
- Provide comprehensive support for persons with disabilities

- Promote ESD activities
- Increase resilience in urban development

- Form an area concentrating resource recycling industries
- Reduce waste and develop waste-to-energy
- Promote food recycling

- Develop an intensive-type urban structure
- Promote people- and environmentally-friendly transport strategies
- Promote public facility management

- Expand overseas water business through public-private partnership
- Promote activities to improve the environment with the Kitakyushu Asian Center for Low Carbon Society playing a core role
- Develop products that can spread worldwide, such as soap-based firefighting foam

Source: OECD (2021), https://doi.org/10.1787/12db268f-en

Building on long-standing efforts to overcome pollution and become a green and sustainable city, Kitakyushu embraced the SDGs as a framework to design, plan and implement local policies. As reflected in Kitakyushu's vision 'Fostering a trusted green-growth city with true wealth and prosperity, contributing to the world' and its participation in the Japanese SDGs Future City initiative, 17 actions across the pillars of economic, societal and environmental sustainability shape the city's development activities.

Objectives include the transition to low-carbon energy production and a circular economy, female empowerment, inclusion of vulnerable groups, and international co-operation. To achieve this, Kitakyushu prioritised six SDGs in its planning and policy-making: gender equality (SDG 5), clean energy (SDG 7), decent work and economic growth (SDG 8), industry and innovation (SDG 9), responsible consumption and production (SDG 12), and partnerships (SDG 17). Kitakyushu considers them policy areas with potential to generate synergies with other SDGs.

Using an SDG lens to promote synergies between the environmental, social and economic dimensions of sustainability is characteristic of Kitakyushu's approach to the 2030 Agenda. Kitakyushu aims to use those synergies to address megatrends such as the city's declining population, changes in industrial structure, and climate change. The city supports the expansion of wind energy to reduce CO_2 emissions, generate employment and provide learning opportunities for citizens. It set up community restaurants to improve social cohesion and reduce food waste. The city uses its expertise in environmental protection to create synergies in international co-operation activities. While contributing to the mitigation of climate change, they positively impact SDG 17 and create synergies with prosperity by generating a growing demand for services and technology provided by local companies from Kitakyushu, which can allow them to expand their business overseas (OECD, 2021[12]).

Bonn, Germany – Using sustainability to promote mobility and reduce air pollution
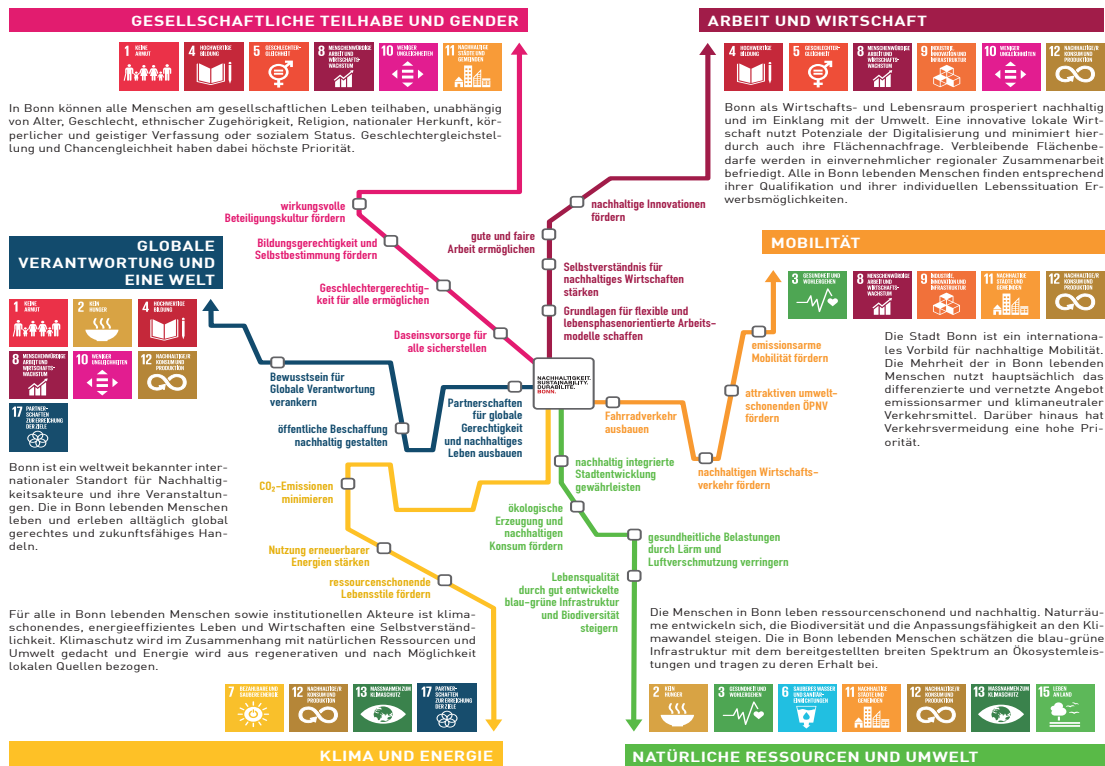
Bonn embraced the SDGs to design, plan and implement the goals of the city's 2030 Sustainability Strategy. The strategy addresses the city's challenges in providing affordable housing, expanding and maintaining green spaces, shifting to clean forms of transport and energy and generating employment opportunities for all, especially low-skilled workers. It includes six areas that correspond to the city administration's municipal fields of action, namely: (1) mobility; (2) climate and energy; (3) natural resources and the environment; (4) work and business; (5) social participation and gender; and (6) global responsibility. For each area, the strategy sets goals for 2030 linked to the SDGs and provides guidelines.

The priority areas and SDGs identified in Bonn's Sustainability Strategy reflect the challenges the city faces and can influence. As evident from the anchoring of the strategy, Bonn focuses on environmental sustainability, with its strategy linked to environmental plans and policies.

Mobility is important in public debate in Bonn from a health and a social standpoint. The promotion of cycling has already gained traction in city policy with a feasibility study on principal cycle routes in 2012. Planned investment in these areas offers an opportunity to improve the overall transport system in Bonn. The 2019 Sustainability Strategy includes ambitious goals related to minimising CO_2 emissions, providing housing for a growing population (including affordable housing) while maintaining the city's green spaces, shifting to low-carbon means of transport and energy, and providing employment for all, especially for low-skilled workers. On the other hand, it also builds on its strategic position as a global hub for a wide range of sustainability actors (OECD, 2020[13]).

> When implementing the SDGs, combine stakeholder engagement with scientific tools and evidence-based analysis to prioritise actions, manage trade-offs and guide decisions. The development of a matrix that shows the interconnectedness of the SDGs and impacts of decisions in one area on the others, is a key tool to that effect.

Córdoba, Argentina – A multi-sectoral approach to achieving social inclusion

Source: OECD (2021), https://doi.org/10.1787/f11a65c2-en.
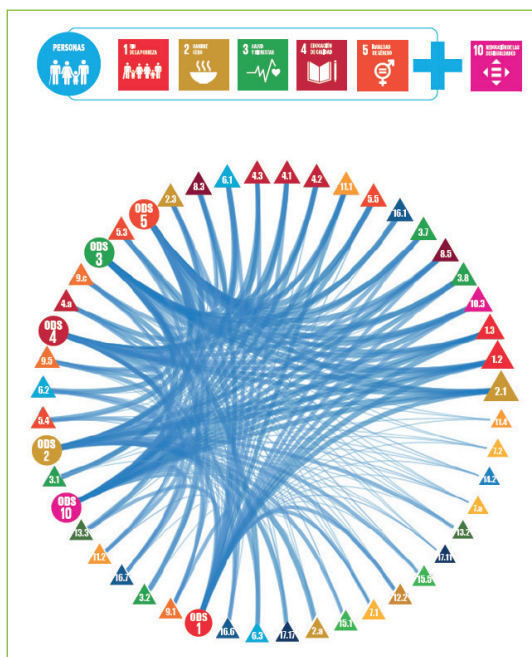
The Province of Córdoba established three axes of government action linked to the SDGs: social justice, sustainable economic growth, and strengthening institutions. The social justice axis and reducing inequality (SDG 10) are the priorities of the provincial government. The sustainable economic growth axis promotes social inclusion through multiple sectors of the economy. Providing affordable housing, addressing the gender gap in unemployment, reducing air pollution, and improving water quality are ways to advance regional development and social inclusion simultaneously. Finally, the axis on strengthening institutions (SDG 16) focuses on promoting dialogue and partnerships (SDG 17).

To use the 2030 Agenda as a policy-making tool, Córdoba developed a matrix to identify synergies across the SDGs. In 2019, the province brought together territorial stakeholders (government, academia, civil society and private sector) to develop strategies to adapt the 2030 Agenda to the provincial reality. The implementation of this localisation process of the SDGs took place in three stages: first, validate and adapt the SDGs to the local context; second, link priority goals to the 2030 Agenda as a whole and establish relationships between them; and third, devise action plans and design concrete initiatives.

Through a matrix relationship analysis conducted in collaboration with territorial stakeholders, the province of Córdoba was able to identify the most important areas for the achievement of the 2030 Agenda. The analysis revealed how the SDGs can be used to respond to interlinked challenges and set up collaborations between government departments. It also suggested lines of action to achieve the social SDGs and promote social inclusion. These were to: (1) build a vision of multi-dimensional economic development associated with the territory; (2) reduce the housing deficit through sustainable construction; (3) generate sustainable work for the most excluded; (4) establish sustainable water management; and (5) deepen the process of co-ordination and transparency (OECD, 2021[14]).

Córdoba, Province of Córdoba, Argentina

> Mainstream the SDGs in the design and implementation of international co-operation activities, where they exist. For instance, decentralised development co-operation programmes could be shaped around the SDGs where the city/region has a comparative advantage and strongest potential for knowledge sharing and peer-to-peer exchange, building on existing networks.

Flanders, Belgium – Mainstreaming the SDGs in international co-operation activities

One facet of implementing the SDGs in Flanders is decentralised development co-operation (DDC). The Flemish government is one of the most active OECD regional governments in DDC, with a steadily growing budget for official development assistance (ODA). Sectoral priorities for bilateral DDC activities are determined in close collaboration with the partner countries considering their 2030 Agenda focus areas, and outlined in country strategy papers. For example, activities in Malawi focus on agriculture, the partnership with Mozambique targets health, and sexual and reproductive rights, while the collaboration with South Africa is concentrated on small- and medium-sized enterprises (SMEs) and climate change (OECD, 2018[15]).

GOAL 2
END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE

Best practices

The Government of Flanders supports the decentralisation efforts of the Government of Malawi within the agriculture sector...
1. through the M**ulti Donor Trust Fund (ASWAp-Sp project):** project implementation in proximity of the intended beneficiaries in Kasungu and Mzimba districts. The decentralisation process is a huge opportunity to ensure that the district agriculture development plans are more responsive to community needs, and to ensure more coordination between the different actors present in the field.
2. through **direct district funding** of the District Agricultural Offices in Kasungu and Mzimba in order to improve coordination, enabling agribusiness environment and increasing overall impact of the agricultural interventions in the districts.

SUSTAINABLE DEVELOPMENT GOALS
More at sustainabledevelopment.un.org/sdgsproposal

Source: Presentation given by the Region of Flanders at the OECD knowledge sharing and capacity building workshop on Reshaping Decentralised Development Co-operation (DDC) in cities and regions: Lessons from Germany for a Global Policy Toolkit, 24-25 March 2022, Eschborn (Germany)

Flemish development co-operation policy goes beyond a sectoral approach when addressing the SDGs, with a focus on system change, stimulation of societal innovation and increased attention to multi-actor partnerships. To that end, the Flemish government approved a reformed framework decree for development co-operation in 2018, which made it easier to focus on sustainable change processes and involve diverse actors in the 2030 Agenda.

A key player in Flanders' decentralised development co-operation framework is the Association of Flemish Cities and Municipalities (VVSG). As a partner of the municipalities, VVSG provides capacity building in DDC projects, e.g. through information, counselling and training for municipalities. As an example, VVSG published guidelines on how to use the SDGs in municipal international co-operation, including 40 inspirational examples from Flemish municipalities. It also facilitates regular exchange between Flemish city-to-city co-ordinators, support in writing programmes to receive the federal subsidy and the organisation of conferences in the partner countries. Furthermore, VVSG participates in the implementation of city-to-city co-operation and co-ordinates and channels the funds for various partnerships through federal subsidies (OECD, 2020[8]).

PILLAR 2. MULTI-LEVEL GOVERNANCE

> Use the SDGs as a framework to align policy priorities, incentives, objectives across national, regional and local governments.

Germany – Federal efforts to localise the SDGs in Germany

Source: Engagement Global (2022),
https://www.engagement-global.de/homepage.html

Drawing on previous experiences with the Local Agenda 21, the German federal government provides technical and financial support to municipalities to implement the SDGs through a multilevel governance framework, with the Service Agency Communities in One World (SKEW) of Engagement Global and the Federal Ministry for Economic Cooperation and Development (BMZ) playing a key role. Since 2017, SKEW has supported municipalities in eight states (Länder) to localise the SDGs through the lighthouse project Municipalities for Global Sustainability.

A feature of this project is the involvement of all levels of government, from national to local, while connecting with international governance institutions like the UN. In effect, through this project funded by the federal government, the State Working Group Agenda NRW (LAG 21) worked with cities and municipalities to support their development of local sustainability strategies. The government of the state of North Rhine-Westphalia participated with two representatives in the advisory council of the project, alongside the state chancellery. In the city of Bonn, for example, support from the federal lighthouse project has translated into a local sustainability strategy with six prioritised fields of municipal action.

The Department of International Affairs and Global Sustainability, and the Department for Environment, Consumer Protection and Local Agenda co-ordinated the work on the strategy, starting with a baseline study evaluating existing policies, concepts, master plans, projects, council decisions and partnerships in terms of their relevance to the SDGs. The strategy helps cities localise the SDGs and face sustainable development challenges like affordable housing, sustainable transport and maintaining the city's green areas. In the state of North Rhine-Westphalia (NRW), the project enabled 15 municipalities and administrative districts to develop local sustainability strategies incorporating the SDGs, and align them with federal and state ones (OECD, 2020[1]).

Japan – An institutional framework to localise the SDGs

In Japan, initiatives aimed at achieving the SDGs at the local level are important factors in sustainable community building and regional innovation to overcome population decline and the shrinkage of local economies. The country expanded its SDGs Action Plan 2018 to increase national support to local governments. The second pillar of the Action Plan, 'Regional revitalisation', focuses on localisation of the SDGs through its SDGs Future Cities initiative comprising 124 local governments (as of 2021), in which 40 receive financial support from the national government to implement SDG model projects. Kitakyushu is one of the models since the first stages of the initiative.

Source: Japan National Government (2021),
https://sustainabledevelopment.un.org/
content/documents/28957210714_
VNR_2021_Japan.pdf

SDGs Future Cities promotes the establishment of local governance structures following the national SDGs Promotion Headquarters within the Cabinet Office headed by the Prime Minister. Through these, the government of Japan promotes the initiatives of local governments to achieve the SDGs. They

include financial support for model projects expected to create added value in the economic, social and environmental dimensions of the SDGs, and promote sustainable development at the local level. Moreover, the national Action Plan includes the Public-Private SDGs Platform, chaired by the Mayor of Kitakyushu.

Considered a "model city", Kitakyushu was one of the first cities in Japan to put in place an SDG Future City Promotion Headquarters headed by the Mayor. The SDGs Headquarters guides the rest of the city administration in the implementation of the SDGs with the aim of strengthening the collaboration and co-ordination across departments. As part of its participation of the SDGs Future City initiative, Kitakyushu also co-operates with the national SDGs Promotion Headquarters and national-level ministry task forces and experts related to localisation of the SDGs (City of Kitakyushu/IGES, 2018[16]). Other institutional structures are the SDG Council and SDGs Club, and promoting multi-stakeholder engagement on the SDGs.

Italy – Engaging regions and metropolitan areas in the National Sustainable Development Strategy

Source: Ministry of Ecological Transition, Italy (2022), https://www.mite.gov.it

In Italy, the Ministry of Ecological Transition (MiTE) ensures the implementation of the National Sustainable Development Strategy (NSDS) by promoting coherence across levels of government through a consultation process with metropolitan areas and regions, which provides space for dialogue on vertical co-ordination and related financial support (OECD, 2021[17]). This work uses three channels. First, the MiTE supports regional and metropolitan administrations in their efforts to develop a sustainable development strategy contributing to the objectives of the NSDS, by signing collaboration agreements. Secondly, the MiTE organised two roundtables with Subnational Governments to implement and review the NSDS, providing opportunities for subnational governments to dialogue with the central administration on ideas, actions and evaluation methodologies. Thirdly, thanks to EU funding, the MiTE initiated the CReIAMO PA project, which contributes to mainstreaming the SDGs and the NSDS into regional and local policies via the implementation of specific workstreams (e.g. sensitisation and dissemination events to raise awareness around the objectives of the NSDS).
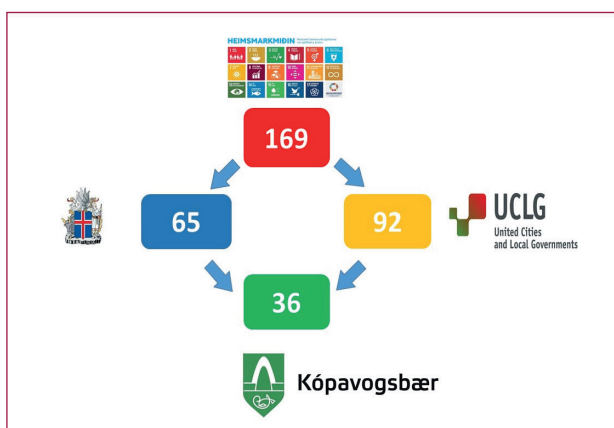
As a result of these initiatives to build capacity and maintain constant working relations with the MiTE, most Italian regions, autonomous provinces and metropolitan areas use or plan to use (directly or indirectly) the NSDS as a reference for the definition of their territorial sustainable development strategies and integrate sustainable development in their programming and budgeting tools.

Subnational engagement in the context of the strategy is enshrined in national law: the Italian legislative framework recommends that regional and local authorities take part in the implementation of the strategy according to their specific institutional mandates and competencies (Ministry of Environment, Land and Sea, 2017[18]) and provides for their engagement in the formulation of the NSDS and its revisions.

Rome, Italy

Kópavogur, Iceland - Defining local priorities based on national SDG targets

Source: Municipality of Kópavogur (2018),
https://www.kopavogur.is/sdg

Kópavogur, the second-largest municipality in Iceland, is in the Reykjavik capital area and has grown rapidly in the last two decades (OECD, 2020[9]). In September 2018, following participation by the Mayor and other local representatives in the UN High-Level Political Forum in New York, the SDGs were formally embraced as part of Kópavogur's five-year strategy.

In 2020, Kópavogur prioritised 15 SDGs and 36 targets 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 guid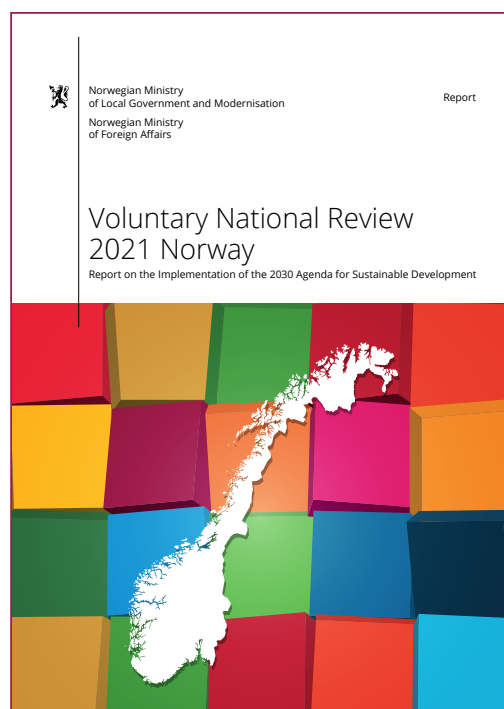e the prioritisation (UCLG, 2015[19]). Six context-specific targets were added based on ongoing commitments by the municipality, such as the UN Convention on the Rights of the Child (CRC) and the participatory budget platform OKKAR Kópavogur, which provides residents with small-scale funding to maintain and improve their districts.

A Steering Group composed of the Mayor and all heads of department from the local administration oversees implementation of the strategy, led by the Deputy Mayor and supported by the administration's project manager of strategy heading representatives from all departments (OECD, 2020[9]).

Reykjavik, Iceland

> Engage regions and cities in the process of Voluntary National Reviews (VNR) to strengthen vertical co-ordination, facilitate multi-level dialogue around success stories and persistent challenges, and encourage SDG monitoring at the subnational level to unpack regional disparities and go beyond national averages. Where they exist, use Voluntary Local Reviews as an opportunity to drive better multi-level governance of the SDGs by shedding light on local initiatives, developing indicator frameworks that allow for national and subnational measurement and increasing international visibility.

Norway – Engaging local government in the preparation of the VNR

In early 2020, the national government of Norway took steps to accelerate the achievement of the 2030 Agenda at domestic and international levels. One was the National Action Plan for the SDGs to ensure broad support. The plan is led by the Ministry of Local Government and Modernisation (KMD), with the engagement of civil society, business, academia and public enterprises. The goal of the action plan is to concretise work with the SDGs and adapt them to Norwegian conditions and challenges (OECD, 2020[11]). As the national authority supervising regional and local planning, KMD published an Expectation Document in 2019 that urges all counties and municipalities to use regional planning fora to strengthen multi-level co-ordination.

In Norway's Voluntary National Review (VNR) from 2021, the Norwegian Associations of Local and Regional Authorities (KS) were invited to contribute with a chapter on the SDGs in Norwegian Municipalities and Regions. The chapter was based on KS' Voluntary Subnational Review (VSR), addressing how Norwegian municipalities and regional authorities work towards the goals. It stresses that achieving the SDG is a shared responsibility, and that effective multi-level governance requires mutual trust. It further concludes that structured, regular and formal consultations several times a year for over two decades has helped foster multi-level governance dialogue in Norway, and thereby a common intra-government understanding (Norwegian

Source: Norwegian Ministry of Local Government and Modernisation & Norwegian Ministry of Foreign Affairs (2021), https://sustainabledevelopment. un.org/content/documents/28233Voluntary_ National_Review_2021_Norway.pdf

Ministry of Local Government and Modernisation; Norwegian Ministry of Foreign Affairs, 2021[20]). Furthermore, the chapter discusses local and regional governments' efforts to localise the SDGs, providing specific examples such as the Norwegian Network of Excellence on SDG City Transition, or the Sustainability County, Møre og Romsdal, and gives an overview of where municipalities stand in achieving the SDGs across targets. Finally, the chapter presents specific recommendations for the national government on behalf of KS, which reinforce the need to uphold multi-level governance, the importance of consultations with local authorities in national decision-making, and the need for adequate support systems along with continued peer-learning processes.

> Develop capacity-building programmes across government levels – including for public officials in the administration – in cities and regions of all sizes. National enabling frameworks and knowledge-sharing platforms can help to spread frontrunners' models that can be replicated at sub-national level.

Colombia – Supporting local programs to achieve the SDGs

Source: APC Colombia (2022), https://www.apccolombia.gov.co/saber-hacer-colombia

Colombia's National Development Plan 2018-22 recognises that the effective implementation of the SDGs takes place at the local level, and stresses the importance of taking into account the particularities of each territory and their development environments. In this sense, it is key to make successful local initiatives visible, to draw inputs for their replication on a wider scale. To this end, the National Planning Department (or DNP, in Spanish) co-operates with local governments to identify territorial programmes that support or are orientated towards the achievement of the 2030 Agenda. This has led to the creation of alliances that generate and take advantage of synergies, actions and resources for reaching the SDGs at a local level.

The Colombian Presidential Cooperation Agency (APC-Colombia) developed a methodology to document national experiences, called Saber Hacer Colombia. The cases documented to date are associated with the SDGs and feed the portfolio of national experiences to be shared through co-operation programs. These programs focus on the exchange of knowledge and its subsequent appropriation and adaptation in various territorial contexts of the country. Specific areas include peacebuilding (SDG 16), adaptation to climate change (SDG 13) and sustainable tourism (SDGs 8, 12 and 14). Based on this experience, the National Council for Economic Policy (CONPES) calls to move forward with the systematisation of local practices for the implementation of the SDGs, led by the Technical Secretariat for the SDGs and disseminated to the public via the web portal www.ods.gov.co. Ultimately, the idea is to facilitate the exchange of knowledge and effective solutions for sustainable development (CONPES, 2018[21]). Furthermore, in 2021, Colombia's National Planning Department developed a Guide for Voluntary Local Reports, which provides local governments with methodological content, good practices, mechanisms and institutional arrangements for the design, development and implementation of SDGs.


Bogotá, Colombia

> Consider the relevance and transformative nature of SDGs to assess and improve existing governance frameworks and test new governance models towards more holistic and bottom-up policy-making. The concept of "planetary boundaries" can help to identify more sustainable solutions.

Flanders, Belgium – Flanders Vision 2050

Flanders' Vision 2050 provides a new and innovative governance model aimed at accelerating progress towards its seven transition priorities. This Vision 2050 is the guiding policy for all sectoral policies implemented through seven transition processes: (1) Circular economy; (2) Smart living; (3) Industry 4.0; (4) Lifelong learning; (5) Caring and living together in 2050; (6) Mobility, and (7) Energy. The new model thus seeks to enhance the horizontal co-operation between policy domains based on the involvement of relevant stakeholders. To implement Vision 2050 and promote synergies among policy sectors, the Government of Flanders experimented with a new governance model inspired by transition management principles. These focus on system innovation, considering a long-term perspective, involving stakeholders in the transition process and learning from experiments and innovative initiatives.

Source: OECD (2020),
https://doi.org/10.1787/cb4fb76b-en .
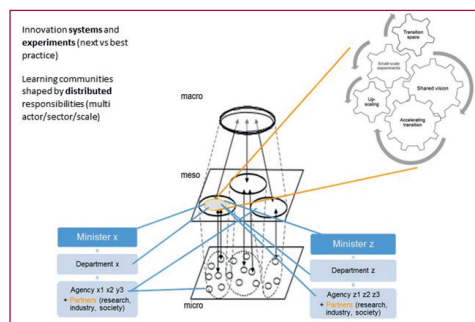
The model is organised around 'transition spaces'. Each transition space encompasses partnerships, platforms (online and offline), learning communities and experiments around the transitions. Beyond that, there are several actors in each transition space: the transition manager, the responsible ministers and external stakeholders. Together, the transition spaces form a network that connects the micro-level (multi-stakeholder partners) with the macro-level (the Flemish government, the private sector, civil society, etc.). Various sources and studies have been used as an inspiration for the design of this governance model. The model also builds on findings from evaluations of previous sustainability strategies and research by the Flemish Policy Research Centre on Sustainable Development, and work by Jan Rotmans, a frontrunner scholar in transition management. By experimenting with innovation systems, the government aimed to identify coming state-of-the-art rather than good practices. In this framework, one of the most advanced experiments within the new governance model is the transition process Circular Flanders – a multi-stakeholder partnership that promotes circular economy. Circular Flanders is a partnership created in 2016, including the Flemish Environment Agency, companies, civil society and knowledge actors (OECD, 2020[8]).
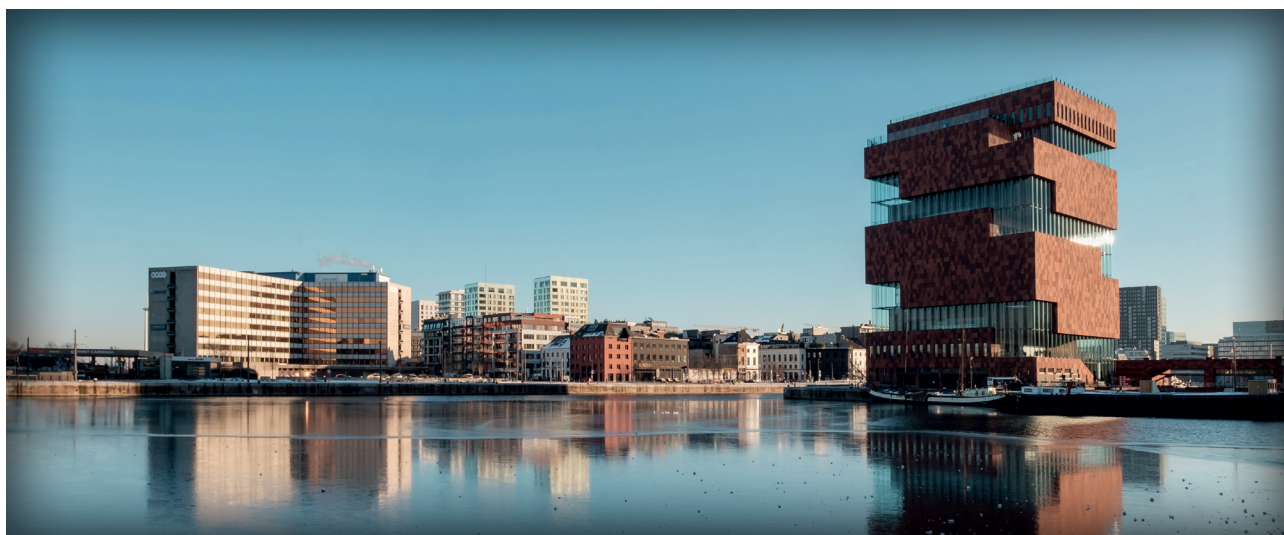
Antwerp, Flanders, Belgium

Córdoba, Argentina – Vertical co-ordination to implement the SDGs

Argentina's federal structure provides the province of Córdoba and its municipalities key responsibilities for many of the policies that have a direct impact on the SDGs. Many decisions in various sectors are taken at the provincial and municipal levels. The province of Córdoba, for example, has exclusive responsibility for pre-school, primary and secondary education, education for special groups and adults, and professional and technical training. Other areas of provincial responsibility include social housing, environment, and citizen safety (OECD, 2021[14]). The province of Córdoba signed a co-operation agreement with the National Council for the Co-ordination of Social Policies (*Consejo Nacional de Coordinación de Políticas Sociales*, *CNCPS*) in November 2017. The co-operation agreement recognises that the CNCPS is the institution responsible for co-ordinating the actions needed for the effective implementation of the 2030 Agenda and that Argentina, as a federal country, needs the participation of the provinces to achieve the targets (OECD, 2021[14]). The agreement also stresses that each province should select its own SDG targets and indicators and undertake the necessary efforts to achieve sustainable development objectives pursued at the national level. By doing so, the agreement aims to promote coherence between the targets of the provinces (OECD, 2021[14]).

Moreover, the province of Córdoba collaborates with municipalities and communes by establishing alliances that strengthen territorial links with community needs. A prime example of this practice is the Plan for the Federalisation of Feeding Centre Management, which aims to advance SDG 2, 'Zero Hunger'. This plan is locally implemented through the Córdoba Comprehensive Assistance Program (PAICor), focused on providing food to deprived children who attend educational establishments. The Province accompanies municipalities and communes in the food services management, responding to the specific needs of each local government. This programme involves 338 municipalities and communes and 119,000 beneficiaries among children. With these provincial policies oriented towards food assistance, Córdoba complements the existing national food programmes, such as the Food Card, implemented throughout the national territory.

Córdoba, Province of Córdoba, Argentina

> Consider the relevance of the SDGs to build a common vision and identity and to promote co-operation across administrative borders to address critical issues at the most appropriate scale.

Rhine-Neckar, Germany – A mobility pact among state governments and territorial stakeholders

The Rhine-Neckar Metropolitan Region pursues a multi-stakeholder and multi-level governance approach to achieve sustainable transportation. To address traffic flows on roads, waterways and railways, notably around the functional urban area of Mannheim-Ludwigshafen, the Rhine-Neckar Regional Association elaborated a mobility pact with the states of Baden-Württemberg, Hesse and Rhineland-Palatinate, the cities of Ludwigshafen and Mannheim, the chambers of industry and commerce of Palatinate and Rhine-Neckar, public transport associations, and the company BASF.

Source: Rhine-Neckar Metropolitan Region (2022), https://www.m-r-n.com/was-wir-tun/themen-und-projekte/projekte/Mobilitaetspakt-Rhine-Neckar

The pact contains a holistic concept for the mobility requirements of the region and is co-ordinated by the Rhine-Neckar Regional Association. It foresees four thematic working groups for (1) public transportation, (2) traffic management, (3) commuter and freight traffic, and (4) regional mobility challenges. In those four areas, the different partners developed innovative solutions to address challenges such as widespread preference for individual car usage. Projects that the working groups collaborated on in 2021 include the development of an integrated transport model for the entire region that considers all modes of private and public transport, cycling and new forms of mobility such as car and bike sharing. The plan also features an assessment of the CO_2 reduction potential of measures to achieve climate protection targets in the transport sector in the metropolitan region and a study on the extension of the light-rail network in the surrounding area of Ludwigshafen amongst others.

While the Rhine-Neckar Regional Association has a co-ordination function assigned by the state treaty between the states of Baden-Württemberg, Hesse and Rhineland-Palatinate, decisions on implementation of the measures ultimately lie with the cities, states, federal government and public transport operators. The mobility pact has the advantage of enabling a holistic view of mobility requirements across all modes of transport. It also allows a functional approach to sustainable mobility in the region as it incorporates measures that go beyond state boundaries (OECD, forthcoming[22]).
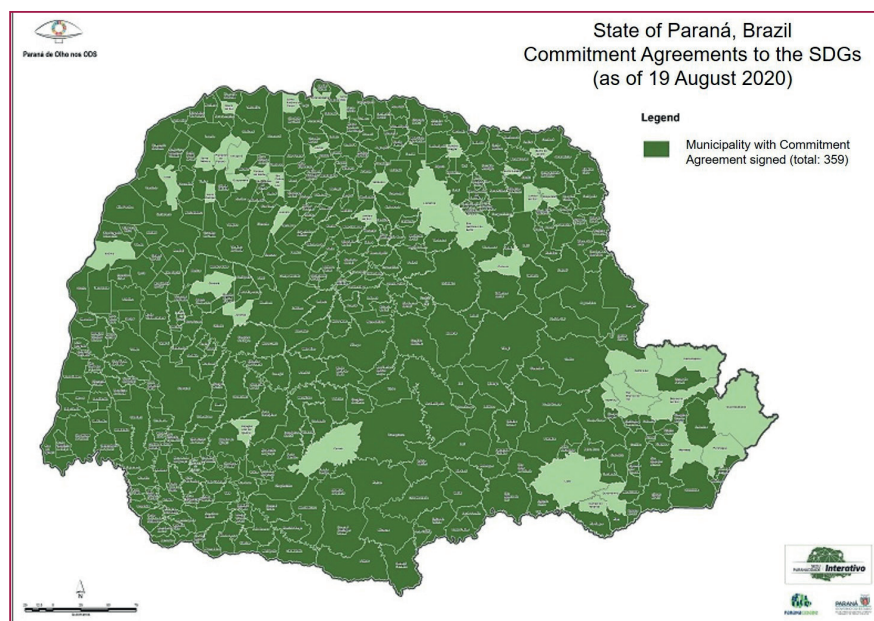

Worms, Rhine-Neckar, Germany

Paraná, Brazil – Partnership agreements with municipalities

State of Paraná, Brazil
Commitment Agreements to the SDGs
(as of 19 August 2020)

Legend

Municipality with Commitment Agreement signed (total: 359)

Source: PARANACIDADE (2019), http://sustentabilidadeurbana.org.br/ods/municipios-com-termo-de-compromisso-aos-ods/.

The state of Paraná has partnership agreements with most of its municipalities to implement the SDGs. As of August 2020, 359 of the state's 399 municipalities and 16 of 19 regional associations had engaged with the state to develop a municipal capacity-building strategy on the SDGs. Paraná's Economic and Social Development State Council (CEDES) is entrusted with developing an overarching sustainable development plan and providing a vision to guide policy actions for the implementation of the SDGs in the State. In this endeavour, CEDES worked with municipality mayors to incentivise the implementation of the SDGs through partnership agreements. This initiative is generating awareness and guiding actions towards the SDGs on how the municipalities can align their municipal planning tools to the SDGs, how to better allocate their budgets to achieve the 2030 Agenda, and how to communicate the strategic role of the SDGs framework to each stakeholder. There is also a strategic partnership between the UN Development Programme (UNDP), the state of Paraná, the municipalities in the western part of the state and the state-owned company *Itaipu Binacional*, which runs a hydroelectric power plant that is one the world's largest generators of renewable clean energy. The project aims to foster the territorialisation of the SDGs in Western Paraná through: (1) the design of joint municipal actions for the implementation of the 2030 Agenda; (2) the systematisation of indicators on sustainable human development to support local decision-making, and (3) technical training on the SDGs for local public servants (OECD, 2021[10]).

Curitiba, State of Paraná, Brazil

PILLAR 3. FINANCING AND BUDGETING

| Mainstream the SDGs in budgeting processes to ensure adequate resources are allocated to implement the 2030 Agenda and foster policy continuity across political cycles.
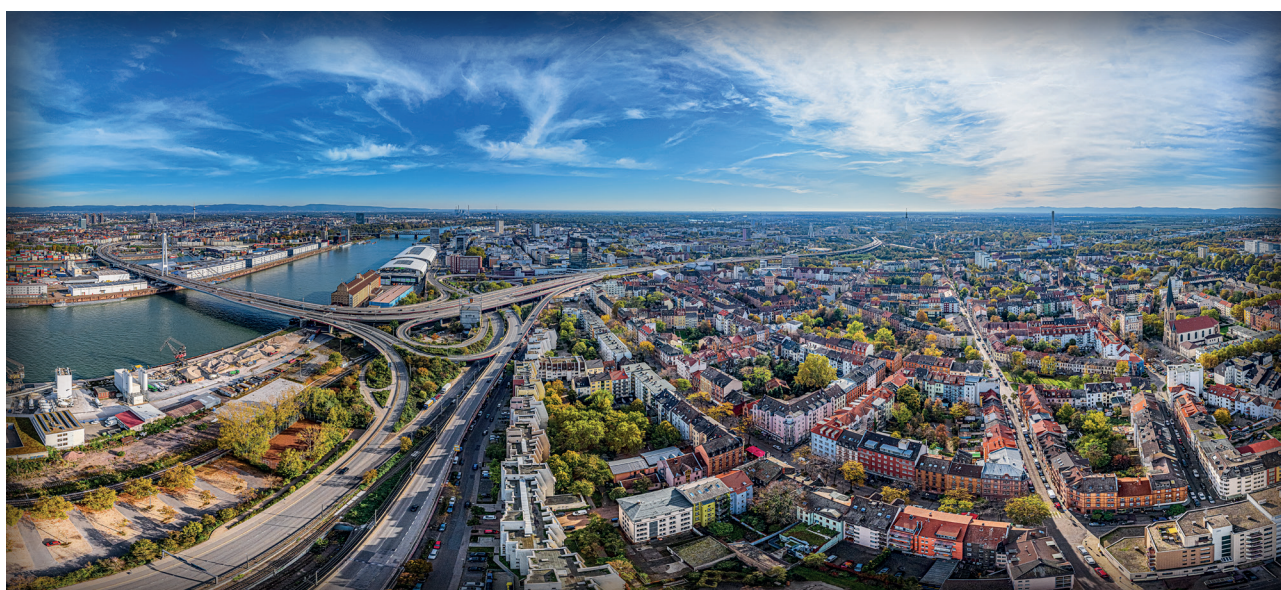
Mannheim, Germany – Towards an SDGs budgeting

In Mannheim, the 2030 Mission Statement describes how the city implements the SDGs at the local level and the progress expected by 2030. Building on the city's vision to leave no one behind, Mannheim actively involved its population in framing the vision statement through a participatory approach. More than 10 000 citizens contributed via opinion polls. This vision subsequently served as the foundation for Mannheim's budget planning in March 2019 (OECD, 2021[12]) and became a tool to enable the city community to get involved in the future of Mannheim (City of Mannheim, Germany, 2019[23]).

The Mission Statement was the framework for formulating the 2020/2021 budget. Externally, the government communicated with the local community and advocated for support from different partners to implement the Mission Statement, particularly in fighting poverty and reducing the ecological footprint. The new strategy helped to prioritise and employ available resources to fulfil long-term legal and design-related tasks. The Mission Statement process is funded by with the Federal Ministry for Economic Cooperation and Development (BMZ) and the Service Agency Communities in One World in Germany of Engagement Global.
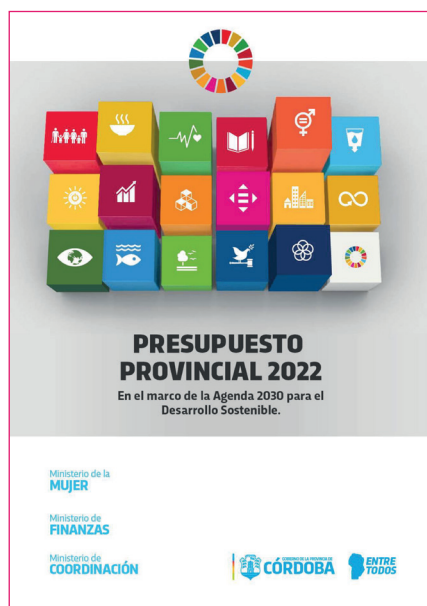

Source: City of Mannheim (2019), https://www.mannheim.de/sites/default/files/2019-03/Mission%20Statement%20Mannheim%202030_%2013.03.2019_English_WebFile.pdf

The next budget cycle (2022-2023) will be based on the new city strategy Mannheim 2030, including its 126 impact goals and 412 local indicators. In the analysis of performance accounting and expenses, the city reports how much is spent on core themes such as education or the environment. Mannheim also integrated impact and performance targets into budget documents, including specific indicators for strategic objectives. Thus, the vision is tied to the measures for achieving the goals, as well as their associated costs. Each year, the results are reviewed, and can easily feed into reporting, whether national or global (Hübel, 2021[24]).

Mannheim, Rhine-Neckar, Germany

Córdoba, Argentina – Aligning the annual budget to achieve the priority SDGs

PRESUPUESTO PROVINCIAL 2022
En el marco de la Agenda 2030 para el Desarrollo Sostenible.

Ministerio de la MUJER
Ministerio de FINANZAS
Ministerio de COORDINACIÓN

Source: Province of Córdoba (2022), https://gestionabierta.cba.gov.ar/wp-content/uploads/2021/12/Presupuesto-2022-alineado-a-ODS-con-especial-abordaje-ODS-low.pdf

Since 2021, the Province of Córdoba aligns its annual budget with the 2030 Agenda, using it as a management and administrative tool for the allocation of resources to achieve prioritised SDGs and targets. The approach uses a series of stages for its formulation. First, it involves co-operation between the Ministry of Finance, the Ministry of Co-ordination and the Ministry of Women. The collaboration between these three is part of the dialogue within the provincial administration. Hence, the goal is to quantitatively and qualitatively analyse current levels of progress and the distance to the SDGs to reduce the gaps. The Ministries develop an analysis of the extent to which the government budget is oriented to that end. The province of Córdoba works with administrative services from different jurisdictions that participate in the Provincial Budget procedure. In this regard, training and awareness processes are organised to provide knowledge and tools for the 2030 Agenda.

Within this framework, the provincial budget focuses on the SDG 5, 'Gender Equality' to reduce gender inequality. This gender-sensitive budget approach requires identifying programs that reduce gender gaps related to income and employment, use of time, access to financial resources, digital divides, discrimination, violence, health, political participation and education. As a result, in the 2022 provincial budget, 72 programs were identified to be working towards SDG 5 (Province of Córdoba, 2022[25]).

Paraná, Brazil – Mainstreaming the SDGs into the budgetary monitoring process

In the state of Paraná, Brazil, the State Audit Court (TCE-PR) contributes to monitoring and evaluation of the SDGs in the state's budgetary planning. The Court monitors all public investments undertaken by state and the 399 municipalities. The TCE-PR informs the public about the outcomes of public spending, e.g. whether public money has been used properly and whether the services offered to the population were of quality.

The Audit Court analysed the 2016-19 PPA and the 2017 Annual Budget Law (LOA 2017) to draw lessons for the development of the PPA 2020-23. In that framework, the audit court developed a model to: (1) examine the link between ongoing public policies and the SDG targets; (2) evaluate budget expenditures related to the implementation of the SDGs; (3) generate evidence to improve decision-making processes related to the SDGs; and (4) analyse the official indicators related to the budget-planning instruments (LOA and PPA). The methodology was based on several international references, including the OECD Recommendation of the Council on Budgetary Governance.
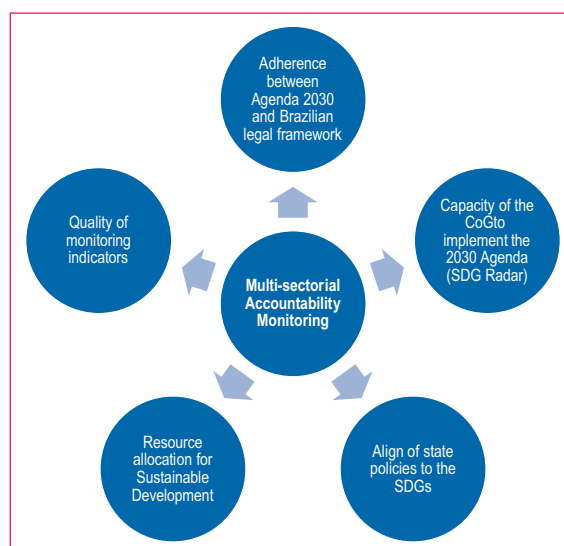
Source: State of Paraná Audit Court (TCE-PR) (2018), http://www3.tce.pr.gov.br/contasdogoverno/2017/pdfs/ods.pdf

The TCE-PR found that most government initiatives within the 2016-19 PPA directly or indirectly contribute to the SDGs. The PPA 2016-19 consisted of 20 programmes encompassing 202 initiatives accounting for approximately 60% of the state budget. The results showed that only six initiatives did not contribute in any way to achieving the SDGs. Building on this precedent, the Audit Court supports the state's efforts to ensure that policies designed in the framework of the PPA 2020-23 also target the SDGs. The Audit Court is planning to trickle this methodology down to the municipal level and follow up on the recommendations derived from the analysis. Furthermore, it aims to elaborate an SDG Budget Guide to support the capacity building of technical staff in all municipalities and provide guidance on how to align their budget with the SDGs and increase transparency (OECD, 2021[10]).

Sardinia, Italy – Tracking public spending towards the SDGs
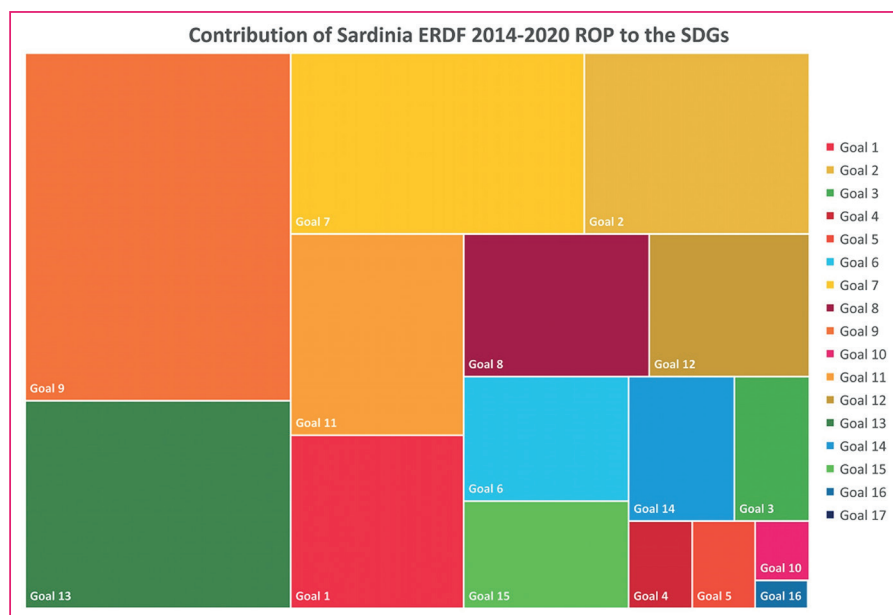
Source: Cavalli et al. (2021),
https://doi.org/10.1093/jue/juab038.

The region of Sardinia, Italy, developed an innovative approach to assess how local investment policies and programmes contribute to progress on the SDG targets. Developed by the Government of the Sardinia Region, in partnership with the Fondazione Eni Enrico Mattei (FEEM), the SDG tool consists of weighted matrices that evaluate each investment's direct and indirect contribution to the EU Cohesion Policy and 169 SDG targets.

Drawing on the Strategic Environmental Assessment, a mandatory procedure under EU legislation, the measurement tool assesses the type, orientation and magnitude of the alignment of local spending to the SDGs. The information can be used not only in the planning phase of investments but also in the ex-post evaluation phase, after the expenditure was made, to monitor progress. The tool allows users to consider the contribution of each investment to the individual targets of the SDGs. This type of sustainability tracking tool for investments assesses how spending is directed toward the SDGs and helps communicate with civil society on the sectors in which new investments will bring benefits for sustainable, inclusive and fair growth. The tool shows that, in Sardinia, the most significant contributions of the European Regional Development Fund went towards SDGs 9 (infrastructure), 13 (climate) and 7 (energy).

An important factor for the 2030 Agenda will be accurate, efficient, effective and timely collection of data to monitor progress made on the SDGs at the activity level (Cavalli et al., 2021[26]). Unlike other cities and regions in Italy, Sardinia has granular data to monitor the objectives of the National Strategy for Sustainable Development (NSDS) (OECD, 2021[27]).

> Use the SDGs to attract new investors by including their perspectives early in the local economic development process.

Kitakyushu, Japan – SDG Future Bonds
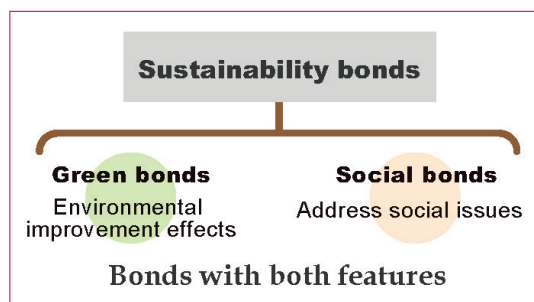
Source: City of Kitakyushu (2021), https://www.city.kitakyushu.lg.jp/files/000967825.pdf

The city of Kitakyushu, Japan, established the Kitakyushu SDG Future Bonds, a sustainability bonds programme aimed at financing initiatives to achieve the SDGs. It is the first sustainability bond created by a local government in Japan, issued in October 2021 as part of financing initiatives to promote actions to achieve the SDGs. The funds of this programme will be used for projects leading to effective improvements in the environment and solutions to social issues that contribute to a "no one left behind" approach. Given that the bonds are available to institutional investors and individuals associated with Kitakyushu, the city aims to promote awareness among investors and citizens about the advantages of implementing the SDGs.

The bonds also aim to increase awareness around the SDGs and promote, expand and accelerate actions to achieve the 2030 Agenda. This includes establishing a comprehensive base for industries related to wind-power generation and disaster-prevention to protect citizens from heavy rain events and serve environmental aspects, and establishing special-needs schools and the Kitakyushu Children's Rehabilitation Centre.

The projects for which sustainability bonds are used were selected in accordance with relevant laws and regulations and evaluation and selection criteria established by the City Administration, and were decided by the City Assembly after administrative evaluation, public works evaluation and expert reviews. The projects are deliberated and budget allocations approved by the City Assembly and the relevant divisions of the City Administration, including finance, SDGs/planning, and divisions working on environment-related topics. All proceeds are allocated to the targeted projects during the fiscal year of the procurement. The Budget Division of Finance Bureau tracks and manages the projects (Saisho, 2021[28]).

South region, Brazil – Creating value-added to implement the SDGs for rural producers, municipalities and companies of all sizes

Brazil's Far South Regional Development Bank (BRDE) has developed new financing initiatives for the SDGs. In 2020, the BRDE and the French Development Agency (AFD) entered a EUR 70 million contract to allocate funds to projects in line with the SDGs in the states of Paraná, Rio Grande do Sul and Santa Catarina. The BRDE reaches more than 90% of the municipalities in the south of Brazil, and 70% of the BRDE's funds stem from federal sources such as the Brazilian Development Bank (BNDES), the Federation of Industries of the State of Paraná (FIEP), the Midwest Constitutional Financing Fund (FCO) and the Brazilian Government Severance Indemnity Fund for Employees (FGTS). The BRDE also receives international funding from the European Investment Bank (EIB).


Source: BRDE (2021), https://www.brde.com.br/wp-content/uploads/2022/03/Relatorio-de-Administra%C3%A7%C3%A3o-e-Socioambiental-BRDE-2021.pdf

Its goal is to work towards the creation of value-added for rural producers, municipalities and companies of all sizes developing projects aligned with the SDGs. In addition, the BRDE established a partnership with PARANACIDADE to facilitate the municipalities' access to financial resources. This partnership includes Fomento Paraná, a state-owned financial institution. Regulated by the Brazilian Central Bank, Fomento Paraná and the BRDE are part of the national financial system and follow the Central Bank's guidance on promoting sustainability. Furthermore, the government is developing subnational indicators for the new Municipal Action Financing System. This financing model focuses on urban and regional development actions toward inclusiveness and equality. It involves partners such as PARANACIDADE and the BRDE (OECD, 2021[10]).

> Mainstream sustainability criteria in public procurement to achieve economic, social, and environmental outcomes aligned with the SDGs.
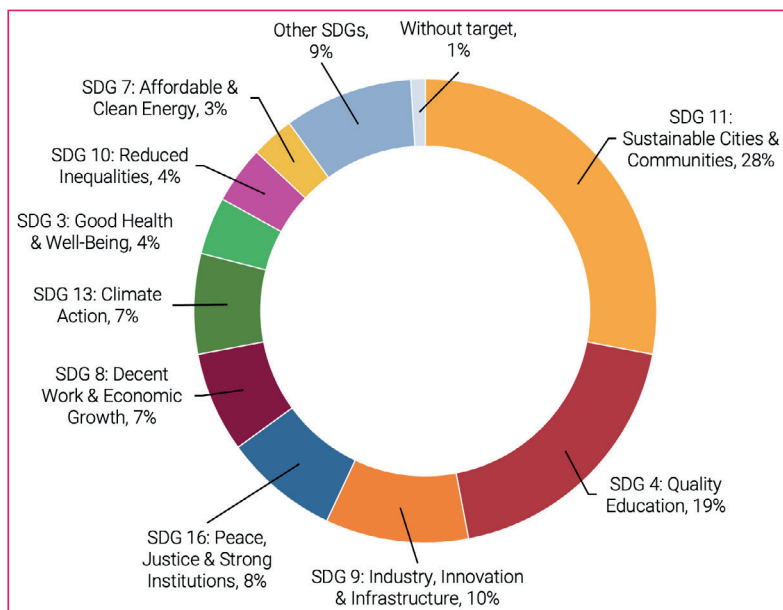
Malmö, Sweden – A model for budget integration
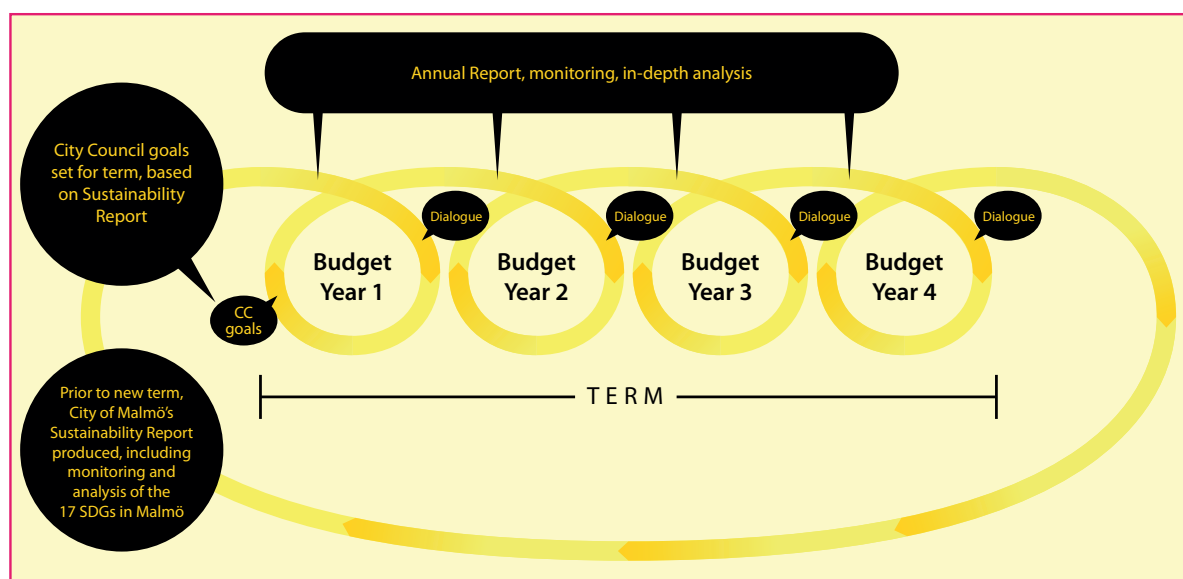
Source: City of Malmö (2021), https://malmo.se/download/18.18ed938317a0fec4a62390d/1624452611465/VLR_City_of_Malmo_2021.pdf

Integrating the SDGs into their budget cycles helps cities demonstrate accountability by aligning investments with their commitments to sustainability (Gothnier Leander, 2021[29]). In Malmö, Sweden, the city's main budget document is an action plan for the implementation of the SDGs. Adopting the 2030 Agenda as early as 2015, Malmö's budget is informally referred to as the Local 2030 Agenda-plan, and is the result of ongoing dialogue among all parts of the city administration (Gothnier Leander, 2021[29]).

The model prioritises goals and targets, whilst setting a monitoring and follow-up process for challenges and progress. This dialogue takes place via a Malmö 2030-Lab, bringing together representatives from each city administration department, including strategists working with their department's budgetary processes. This culminated in a city-wide strategy for the long-term implementation of the 2030 Agenda. In 2017, the SDGs were first mentioned in a budget document in Malmö, and the subsequent budget concretised the ambition for further integration.

By initiating the revision of the city's budget structure to four years, the City Council set goals based on challenges identified through dialogues between parties in the budgetary process (Gothnier Leander, 2021[29]). Aligning the 13 City Council goals with the City Budget 2020 and the Malmö Sustainability report has allowed a holistic view of the city's overall development and enhanced collaboration across departments of the city administration. An important source of evidence for this dialogue and collaboration is the monitoring of Malmö's progress towards the SDGs, including analysis from the annual Sustainability Report. In addition, strategists from the city of Malmö report on the components of the budget process to inform the preparation of further budget cycles (Gothnier Leander, 2021[29]).

Strasbourg, France – SDG budget mapping

Other SDGs, 9%
Without target, 1%
SDG 7: Affordable & Clean Energy, 3%
SDG 10: Reduced Inequalities, 4%
SDG 3: Good Health & Well-Being, 4%
SDG 13: Climate Action, 7%
SDG 8: Decent Work & Economic Growth, 7%
SDG 16: Peace, Justice & Strong Institutions, 8%
SDG 9: Industry, Innovation & Infrastructure, 10%
SDG 4: Quality Education, 19%
SDG 11: Sustainable Cities & Communities, 28%

Source: City of Strasbourg (2021), https://www.brookings.edu/wp-content/uploads/2021/12/City-playbook_Strasbourg.pdfhttps://www.brookings.edu/wp-content/uploads/2021/12/City-playbook_Strasbourg.pdf

Cities often face tough trade-offs to maximise the impact of their spending on sustainability and inclusion. The city of Strasbourg applies the principles of the SDGs to the city's budget in order to increase the impact of its specific investments (Zimmermann, 2022[30]). Since 2019, the provisional budgets of Strasbourg and the Eurometropole of Strasbourg are mapped against the SDGs. By breaking down the budget into objectives, its local action has greater legitimacy. In addition, the impact of each spending decision is increased by their inclusion in a systemic vision (Zimmermann, 2022[30]). This exercise is carried out by the financial and administrative managers of each department, who welcome this approach as it "gives meaning" to their actions (Zimmermann, 2022[30]).

As a first step, relevant departments link each credit line to one, two or sometimes three targets within the SDG framework. The amount of the credit line is distributed proportionally among the targeted SDGs along with a majority bonus, so the primary SDG target receives 50 percent of the amount of the credit line. Finally, the full amount allocated to each SDG results from adding the funds identified under it as "primary" and the funds identified under other SDGs as "secondary", thus defining a purpose and synergies between several projects (Zimmermann, 2022[30]).

By visualising the synergies and the trade-offs, the SDG mapping will enable Strasbourg to trace new transformation paths, both in favour of the environment in order to meet the challenges of climate change, as well as in terms of human progress.
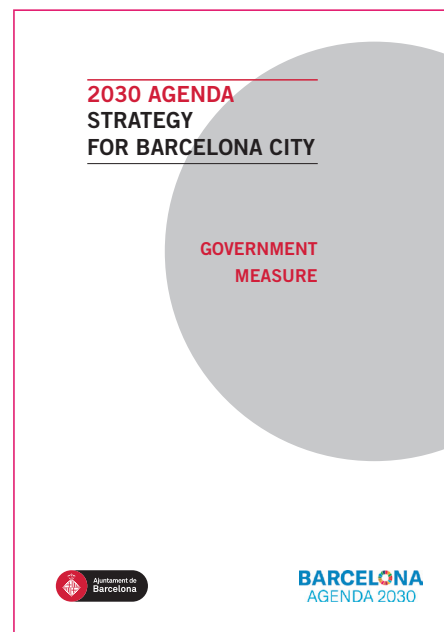

Strasbourg, France

Barcelona, Spain – Using sustainable public procurement to drive local transformation towards the SDGs

The Barcelona City Council is a pioneer in sustainable procurement in Spain. Mayoral Decree S1/D/2017-1271 defines a series of social measures, including employment protection and gender equality, environmental measures and measures for promoting innovation, and detailed guidelines for putting this new model into practice. Public procurement and purchasing are consolidated in the Strategy for Barcelona City, one of the leading municipal instruments for affecting the transformation of markets in terms of sustainability (Barcelona City Council, 2020[31]).

Moving forward, the City Council, together with research centres and international and multilateral organisations, will promote the deployment of good procurement practices and methodologies for public/private partnerships that meet the criteria of the 2030 Agenda and have a positive impact on the SDGs. The City Council works to define responsible public procurement processes and evaluate criteria such as respect for human rights in the global supply chain of public suppliers, among others.

In addition, the City Council promotes a certificate of compliance with the 2030 Agenda by municipal suppliers. Together with professionals from the auditing sector, the City Council will promote a 2030 certification, recognising organisations that conduct specific actions and impact the SDGs. This will lead to SDG clauses in public procurement processes (Barcelona City Council, Spain, 2020[32]).

2030 AGENDA STRATEGY FOR BARCELONA CITY

GOVERNMENT MEASURE

Ajuntament de Barcelona

BARCELONA AGENDA 2030

Source: Barcelona City Council (2020), https://ajuntament.barcelona.cat/agenda2030/sites/default/files/2021-03/Agenda%202030%20Strategy%20for%20Barcelona%20City_0.pdf

Barcelona's engagement to reach SDG target 12.7, 'Promote public procurement practices that are sustainable, in accordance with national policies and priorities', is stressed in the 2020 Voluntary Local Review, in which the city pledges that a sustainable procurement model will be mainstreamed as one of the main municipal instruments to impact the transformation of markets (Barcelona City Council. Commissioner for Agenda 2030, 2020[33]).

Barcelona, Spain

Bristol, United Kingdom – Leveraging the potential of procurement policy to advance the implementation of the SDGs

Bristol established a mechanism to harness the resources needed locally to implement the SDGs. The Bristol City Funds provides loans and grants to deliver key priorities under the One City Plan. The One City Plan is mapped against the SDGs and contains actions and initiatives that contribute to the goals' local and global delivery. To date, this work has delivered a new community centre (providing community services, business opportunities, education and leisure facilities), an electric share bike scheme that supports homeless people into employment, investment for the largest inland wind turbine in England to tackle fuel poverty and grant funding to improve community mental health in the aftermath of COVID.

Bristol's council is considering how to leverage the potential of its procurement policy to advance implementation of the SDGs (OECD, 2021[10]). For instance, in Bristol's One City Plan 2021-2025, the goal for ecological resilience and SDG delivery is that by 2027, 50% of organisations operating in Bristol achieve carbon neutral local operations and introduce policies to address procurement, investment and travel emissions, including reduced air miles.

Moreover, following the Social Value Act in 2012, Bristol City Council worked with the Social Value Portal to embed social value into its procurement policy. The measures, targets and outcomes for this policy are mapped against the SDGs to demonstrate how the policy contributes towards the city's commitments (Fox and Macleod, 2019[34]). In addition, by 2035, local procurement policies are expected to have expanded beyond the public sector, to increase the share of local purchasing and business-to-business procurement, including criteria related to improving inequalities, representation of women and Black-, Asian- and minority-ethnic-led businesses, sustainability, and health.

Finally, by 2045, 75% of organisations in the city are expected to have committed to the principles of a circular economy, and sustainable procurement practices to influence supply chains globally across a range of issues (Bristol City Council, UK, 2020[35]).

PILLAR 4. DATA AND INFORMATION

> Use data and qualitative information (e.g. storytelling, community of practices) to showcase the performance and positive stories of cities and regions on the SDGs. User-friendly open data portals can increase the transparency of the actions towards the SDGs, where contributions by different actors can be showcased.

Kópavogur, Iceland – The Nightingale Information System and SDG Index

Source: Municipality of Kópavogur (2022), https://kopavogur.nightingale.is/Sdg/Ring?origin=1&sidebar=hidden
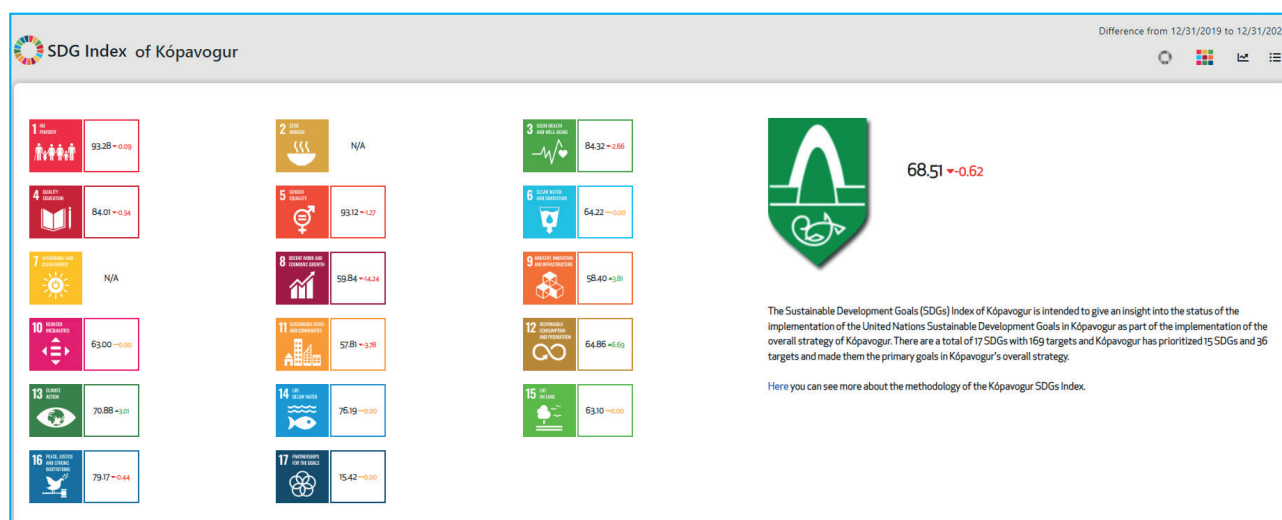
The municipality of Kópavogur in Iceland has taken a data-driven approach to localising the SDGs. To make the data efforts of Kópavogur actionable, the municipality's IT Office has developed an innovative management and information system through which all local databases are integrated into one data warehouse. The Nightingale system can access all warehouse data in Kópavogur, and contains for example Kópavogur's SDGs composite index, its quality goals and measurements, the child friendly city index, the platinum sustainability standard ISO37120 and the platinum smart standard ISO37122. The Nightingale software is developed as an open-source project with the intention to make it available for other municipalities to use.

Kópavogur's composite SDGs index consists of 15 dimensions, with each one corresponding to one SDG. These 15 dimensions contain 36 components that Kópavogur has prioritised as its primary goals, drawing on the targets of the SDGs. The index has a value between 0-100, where a higher number indicate a positive change in the implementation of the SDGs, and consists of 94 indicators. The selection of indicators is based on the development and definition of those indicators that have been defined as appropriate for the targets by other organisations and associations and thus increase the likelihood of comparability of individual indicators with other areas. 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.
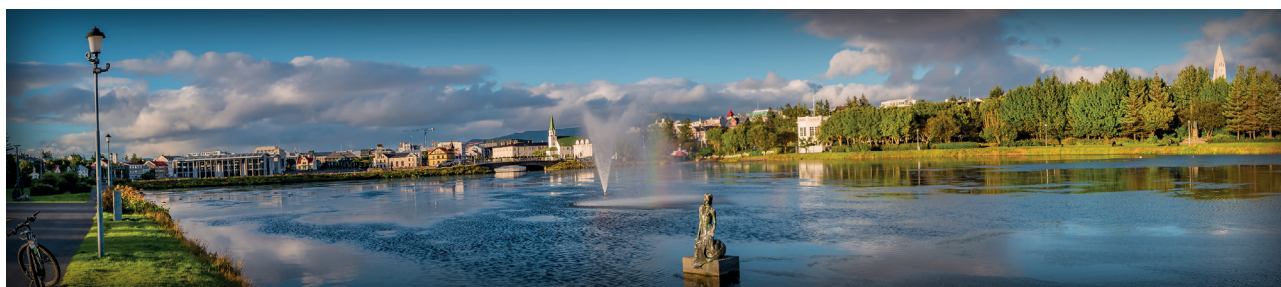
Reykjavik, Iceland

Córdoba, Argentina – Open Management Portal

The institutionalisation of open government principles is one of the major objectives of the province of Córdoba. As a complement to its Open Government Roundtable, composed of civil society organisations and representatives from academia, the province of Córdoba launched its Open Management Portal. It is also based on the 2018 Well-being Survey, through which the province of Córdoba seeks to meet data demands for assessing multi-dimensional well-being (OECD, 2019[36]).

This portal is a visual web platform through which the public can access information related to the three axes of governmental actions (social justice, sustainable economic growth, and strengthening institutions) aligned with the SDGs. For example, each visitor to the portal can choose to select an SDG to learn more about government initiatives and projects targeted towards the achievement of that goal. The portal provides visual information and data related to the government actions, for example, illustrated by a news section.

Source: Government of the Province of Córdoba (2021), https://gestionabierta.cba.gov.ar/

It presents the most recent developments in the province of Córdoba on the SDGs, including with regards to budgeting, public accounts, and laws and regulations, and lists the responsible ministries and agencies, among other information. The Open Management Portal includes datasets in open formats (CSV, SVG, XLS and PDF) that can be filtered by thematic area, SDG and responsible ministry, among other criteria. The datasets usually cover multiple years and allow for comparisons over time and analysis of progress. For the government of Córdoba, the portal represents a key communication tool to promote its activities on the 2030 Agenda and engage with a wide range of territorial stakeholders and the public. Córdoba also presents information on participatory approaches and processes contributing to the territorialisation of the SDGs in the province (OECD, 2021[14]).

Paraná, Brazil – Using a business intelligence tool to illustrate progress on the SDGs

In partnership with the Paraná State Company for Information Technology and Communication (Celepar) and the Paraná Institute of Economic and Social Development (Ipardes), the state of Paraná developed a business intelligence tool named *BI Paraná de Olho nos ODS* (Paraná Keeping an Eye on SDGs). The tool is a platform for mapping, tracking and monitoring indicators related to the SDGs. The state of Paraná is measuring progress on 45 targets across 14 SDGs through 112 indicators at the municipal level and 87 indicators at the state level. These are calculated with data from national surveys published regularly. If survey data is not available, the indicator framework uses administrative data collected by state bodies and proxies at the state level. The state is working to ensure the consistency and applicability of these indicators at the local level. It is also developing a methodology for SDG indexes to facilitate progress comparisons per goal across municipalities in the state.
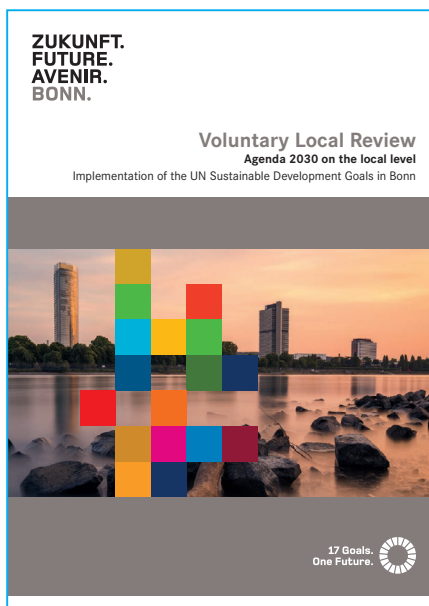
Source: OECD (2021), https://doi.org/10.1787/a24b52a5-en

In addition to indicators, the business intelligence platform is made up of dashboards (interactive graphics) that facilitate the visualisation of future scenarios regarding sustainable development in the state. Its objective is to contribute to political decision-making and the development of evidence-based public policies with a focus on the SDGs. This platform connects the government, researchers from state universities and start-ups working on the SDGs. Based on the tool, the government plans to provide information that will help the state and the municipalities develop a diagnosis to identify their priority SDGs. It also features a digital platform to share good practices in the state, which aims to disseminate initiatives related to the SDGs from all sectors (OECD, 2021[10]).

Bonn, Germany – Sustainability reporting

**ZUKUNFT.
FUTURE.
AVENIR.
BONN.**

Voluntary Local Review
Agenda 2030 on the local level
Implementation of the UN Sustainable Development Goals in Bonn

17 Goals.
One Future.

Source: City of Bonn (2020),
https://www.bonn.de/microsite/en/
international-profile/sutainability-cluster/
voluntary-local-review.php

The city of Bonn has been reporting on sustainability indicators since the early 2000s, starting with a report covering 20 indicators for 2002-04. The first sustainability report was produced in 2005, followed by additional four reports, the latest of which covers 2016-18. The fifth edition of the Bonn Sustainability Report entails 55 indicators in four categories: Well-being, Social justice, Environmental quality and resource efficiency, and Economic efficiency (OECD, 2020[13]).

Based on this experience, the city of Bonn published its first Voluntary Local Review (VLR) in 2020, which links the city's long-standing indicator-based reporting with goals in the city's Sustainability Strategy adopted in 2019. With this VLR, Bonn demonstrates its commitment to implementation of the 17 SDGs and regular reporting to the United Nations on its implementation process (City of Bonn, 2020[37]).

With some indicators in place since 2002, the city can analyse sustainability trends over time to inform local policies. The indicators have expanded to reflect the 17 Sustainable Development Goals. For this purpose, Bonn revised its indicator set to use SDG indicators for municipalities developed by the Bertelsmann Foundation and the German Association of Cities, and added 11 indicators to its reporting. The structure of the Bonn VLR follows the systematics of the city of Bonn's municipal Sustainability Strategy and applies a traffic-light system to visualise trends. A second VLR is planned for July 2022, including more qualitative measures to reflect the activities undertaken to reach the objectives of its strategy (City of Bonn, 2020[37]).

Bonn's sustainability reporting, led by the Office for Local Sustainability and focusing on measuring indicators that inform actions relevant to the administration creates transparency, includes benchmarking, and is an important information tool to initiate a dialogue with citizens and other cities (OECD, 2020[13]).

Bonn, Germany

> Leverage SDGs data and localised indicator systems to guide policies and actions for better lives. For more comprehensive assessment and policy responses, cities and regions should combine data and indicators at different scales, from those related to administrative boundaries (the unit for political and administrative action) to those related to functional approaches (the economic geography of where people live and work).

Los Angeles, United States – Open SDG monitoring platform

Source: City of Los Angeles (2022), https://sdgdata.lamayor.org/

The City of Los Angeles developed a data reporting platform for SDG indicators as part of its SDG webpage, which allows visitors to better understand the city's progress on SDG indicators over the past few years.

The city uses three types of reporting status: (1) indicators reported online, (2) data sources under preparation for publication, and (3) indicators missing a suitable data source.

The framework consists of 247 indicators across all 17 SDGs, of which data is available for 173. The number of indicators ranges from 2 for SDG 14, 'Life Below Water', to 26 for SDG 3, 'Good Health and Well-being', depending on the applicability of the indicator and the data availability at the local level. The city localised the global framework to fit the local context by modifying the language of the indicators, adding new targets and indicators, and using proxy metrics that utilise locally available data. Los Angeles also reports on disaggregated data whenever data is available to highlight population groups that should be prioritised to ensure no one is left behind. Just as country-level reporting may mask regional inequities, citywide reporting (especially for large cities like Los Angeles) can hide demographic-based inequities. The data reporting platform offers downloads of all metadata underlying the database. Data on individual indicators is available for download as CSV files and charts. The portal also provides data sources, links to original sources, definitions and information about the latest data update - creating a culture of transparency around SDG progress.

The website is accessible using open-source software and services, which allows other municipalities to reuse codes and services free of charge. Los Angeles wrote a guide to help other local governments adapt the platform for their needs. One feature of the platform gives territorial stakeholders and interested community members the opportunity to provide feedback and suggest data sources and indicators via a dedicated e-mail address. The website contains a frequently-asked-question section for users (City of Los Angeles, 2022[38]).
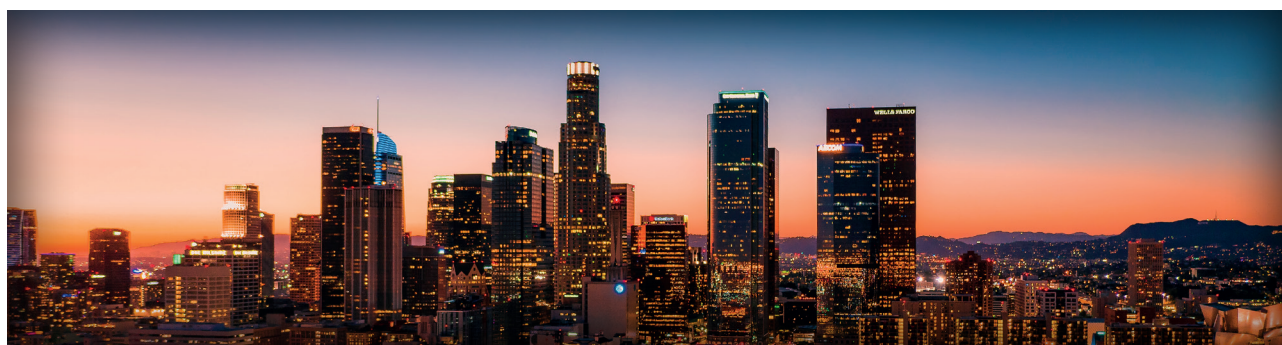
Los Angeles, United States of America

Viken, Norway – Knowledge Base for a Sustainable Future

As a first step in its regional planning strategy development, the county of Viken created the report "Living in Viken: Knowledge Base for a Sustainable Future" using the SDGs. The aim of Viken was to create a Knowledge Base that included indicators showing societal development indicators that relate to all SDGs, rather than only ones deemed relevant to the county.

To create the Knowledge Base, Viken identified over 70 datasets that provide an overview of the situation in the region, using the SDGs as a framework. Each data set enables disaggregation of the indicators, for example, by gender, age and income. A list of datasets was published in early 2019. A publication describing the regional development trends in Viken related to the SDGs was released in November 2019. The latter provides a detailed picture of Viken and its former counties, including in relation to global and national progress, and by using maps and other illustrations to highlight data points.

Source: County of Viken (2019), https://viken.no/_f/p1/iee5e1664-282e-49ab-a224-9282dfa20c8c/living-in-viken-short-version_kunnskapsgrunnlag.pdf

To overcome some of the data challenges in the initial phase of the Knowledge Base, geospatial data complement official statistics, for example, in the case of SDGs 14 and 15. Through geospatial analysis of water quality and land use, the Knowledge Base captures information that cannot be summed up in any single indicators or index. This highlights the importance of using different types of data and information to provide a detailed picture of progress towards the SDGs, the challenge in monitoring SDGs 14 and 15 and making the information easily understood (OECD, 2020[11]).

> Strengthen the indicators systems to monitor progress across levels of government on SDGs, and to guide future policies and actions. The SDGs offer an integrated framework to improve monitoring and evaluation culture at all levels of government. Ensuring that data sources are consistent, and therefore indicators comparable, is an important way to strengthen the measurement and accountability.

ASviS, Italy – Measuring progress on the SDGs across levels of government
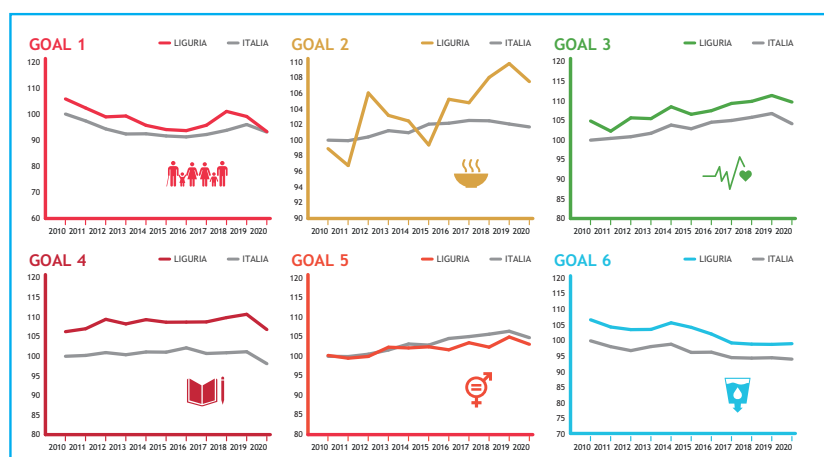
Source: ASviS (2021), https://asvis.it/public/asvis2/files/Rapporto_ASviS/Rapporto_2021/Rapporto_ASviSTerritori2021.pdf

The Italian Alliance for Sustainable Development (ASviS) was established in 2016 to raise awareness among Italian society, economic stakeholders and institutions about the importance of the 2030 Agenda and spread a culture of sustainability. Starting in 2016, ASviS presents a report each year that documents Italy's progress in achieving the SDGs. The report shows data and concrete policy recommendations to improve people's quality of life, reduce inequalities and improve environmental quality. The report can be accessed online and aims to become a monitoring, reporting and accountability mechanism for policy-makers and their commitments towards the SDGs (OECD, 2020[1]).

ASviS has created an interactive free access online database that allows users to consult Italy's national and regional progress towards achieving the SDGs. The platform makes time series available for all indicators selected by the UN for the 2030 Agenda and shared by the Italian National Institute of Statistics (Istat). Composite indicators are calculated by ASviS for each SDG. In 2020, ASviS launched its first Territorial Report on the SDGs. It provides a detailed analysis of Italy's regions, provinces and metropolitan areas, contributing to the territorialisation of the 2030 Agenda in Italy. Furthermore, ASviS contributes to the Urban Agenda for the EU by proposing a programme for cities based on the SDGs. The document adopts Eurostat indicators on the degree of urbanisation and analyses the correlation between the 17 Goals and the 12 priority themes of the EU Urban Agenda (ASviS, 2021[39]).

To raise awareness of its activities, reports and indicator tools, ASviS' website is dedicated to each of the SDGs, and its newsletter and multimedia products offer daily updates on sustainable development. ASviS is also active on social media and launches awareness-raising campaigns through them (e.g. Saturdays for Future).

Harelbeke, Belgium – Context analysis based on the five dimensions of the 2030 Agenda

Source: City of Harelbeke (2022), https://www.harelbeke.be/harelbeke-cijfers-indicatoren
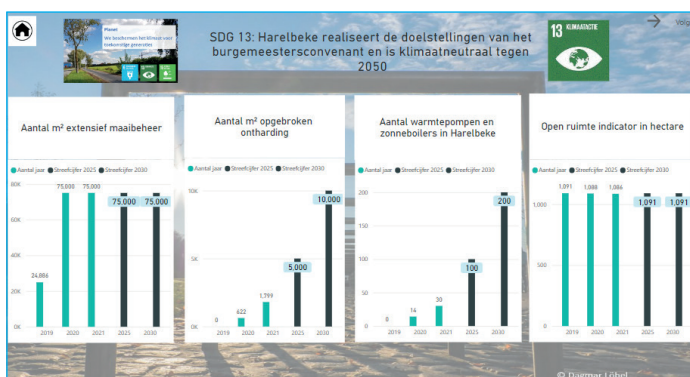
In the planning phase for the 2020-25 multi-year plan, the city of Harelbeke used the SDGs as a guiding framework. To that end, Harelbeke conducted a context analysis based on the five pillars of sustainable development, updated annually using the Belgian SDG monitor by Idea Consult. Indicators from the monitor reflect broad trends and evolutions, which the municipality derives from its annual context analysis. The data from the monitor are freely available, and comparable with those of other cities and municipalities.

A quarterly report indicates whether the city is on track to put its actions in place. The city administration invested in building an SDG indicator set with a focus on measuring the achievement of specific municipal policy objectives. Indicators are based on existing data, accompanied by a concrete target value. For each indicator, Harelbeke started from an annual estimate that was extrapolated to 2025 (the end of the legislature) and 2030. These indicators are monitored annually. For Harelbeke the importance of communicating and visually presenting this local data to citizens and territorial stakeholders plays an important role. The municipality therefore developed the "Harelbeke in figures" online dashboard, which is set up in line with the SDGs (City of Harelbeke, 2022[40]).

An important actor supporting municipalities in the localisation of the SDGs in Flanders is the Association of Flemish Cities and Municipalities (VVSG). As part of its efforts to improve monitoring and reporting, VVSG developed a localised indicator framework for the SDGs in collaboration with 20 municipalities that participated in an SDG localisation pilot project (OECD, 2020[8]). In addition, in 2022, VVSG published a guide for SDG monitoring and reporting, which presents ways to follow up on the SDGs in different phases of the policy cycle (planning, implementation, evaluation and adjustment).

> Constantly strive to better document local and regional performance, to unpack regional disparities and go beyond national averages. This implies pushing the statistical frontier to allow cities and regions to measure progress on all SDGs where they have core competencies or prerogatives, as well as to use the indicators to start a policy dialogue with their stakeholders and peers.

Hawai'i Green Growth Local 2030 Hub, United States – Aloha+ Challenge Dashboard

The Aloha+ Challenge, Hawai'i's framework for the implementation of the SDGs, is a state-wide public-private commitment to achieve Hawai'i's social, economic and environmental goals by 2030. To that end, the Hawai'i Green Growth Local 2030 Hub, together with

Aloha+ Goals Scorecard
Check the progress on the primary indicators for each Aloha+ Goal

☀ Clean Energy Transformation

Electricity: Renewable / Efficiency	Average Fuel Use	Statewide Net Greenhouse Gas Emissions	Total Energy Use	Transportation	Business Sector Energy Efficiency
36.07%	$3,371.18	13.77	33,806	513 M	21.73%
Renewable Energy Statewide in 2020	Spent per Person on Petroleum in 2019	Million Metric Tons of Carbon Dioxide Equivalent Emissions in 2017	Thousand Barrels of Oil Consumed in 2020	Gallons of Petroleum Used for Ground Transportation in 2019	Average Percent Reduction in Energy Use in the Business Sector in 2020
✔ On track	✔ On track	✔ On track	✔ On track	✘ Needs improvement	🔍 Measuring

Source: Hawaii Green Growth Local 2030 Hub (2022), https://alohachallenge.hawaii.gov/

local stakeholders, identified six priority goals (clean energy transformation, local food production and consumption, natural resource management, solid waste reduction, smart sustainable communities, and green workforce and education) and local metrics for the island's progress towards the SDGs.
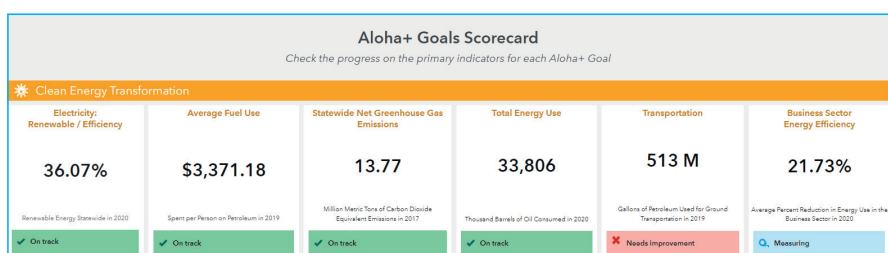
The Hub features the Aloha+ Challenge Dashboard, an online, open-data platform that tracks progress, provides accountability and ensures transparency about Hawai'i's sustainability goals. The dashboard was developed through a multi-year process that engaged hundreds of public, private and community stakeholders across the state in partnership with the four counties to identify agreed state-wide indicators. For the objectives of Hawai'i's Aloha+ Challenge, the dashboard presents scorecards that illustrate the most recent data and summarise the latest developments related to the achievement of the goals. It also features an assessment of where the island is on track, near target or needs improvement.

In 2020, Hawai'i published its first state-wide Voluntary Local Review, the Aloha+ Challenge 2020 Benchmark Report. The report is the first state-wide VLR in the US. It covers six years of data on the Aloha+ Challenge, based on metrics co-developed by partners across all four counties of Hawai'i and used to track progress through the open-data Aloha+ Dashboard. In addition, the VLR highlights good practices of actions contributing to the SDGs in Hawai'i. It was produced by the Hawai'i Green Growth Local 2030 Hub in collaboration with network partners from across government, business and civil society sectors (Hawai'i Green Growth Local 2030 Hub, 2022[41]).

Honolulu, United States

Mannheim, Germany – SDG monitoring based on a participatory process

Indicator	Definition	Goal Progress	SDG
Secondary school dropouts with a migrant background	Percentage of all dropouts who have a migrant background	↘	4 QUALITY EDUCATION
Satisfaction with cultural infrastructure and facilities	Percentage of surveyed persons who were satisfied with cultural facilities such as concert venues, theaters, museums, and libraries	↗	4 QUALITY EDUCATION
Usage of cultural offerings	Percentage of those surveyed who utilized cultural offerings	↗	4 QUALITY EDUCATION
Acceptance of homosexual persons	Percentage of people who do not want homosexuals as neighbors	↘	10 REDUCED INEQUALITIES
Full time employment rate of women	Percentage of full-time employed women aged 15 to under 65 years who received welfare payments	↗	5 GENDER EQUALITY
Approval for the successful integration of migrants and those with a migrant background	Percentage of people who replied to the survey saying they were content with the successful integration of migrants into the city	↗	10 REDUCED INEQUALITIES
Percent of people who have trust in their neighbors and community	Percentage of people who responded that they felt they could trust their cohorts in Mannheim	↗	10 REDUCED INEQUALITIES
Satisfaction with the co-existence of people in Mannheim	Percentage of surveyed persons who responded that they were satisfied with co-existence in the city	↗	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Source: City of Mannheim (2021):
https://www.local2030.org/pdf/vlr/mannheim-vlr-2020.pdf

SDG monitoring in the city of Mannheim is based on its 2030 Vision Statement. The vision was adopted in 2019 following a participatory process. More than 2 500 residents, institutions and associations developed seven strategic objectives, and many proposals and suggestions on how the SDGs could be implemented in Mannheim until 2030. After the approval of the 2030 Vision, the city started to analyse municipal, national and international sustainability indicator frameworks to come up with a selection of indicators to best assess the its strategic objectives.

The final list was published in 2021 and represents a central component of the budget plan. The around 50 SDG indicators across the seven strategic objectives of the vision statement contain: (1) indicators that come from official sources, are widely used and featured in the Bertelsmann Foundation's SDG-Portal for German municipalities, (2) indicators from official sources, which have been slightly adjusted to suit the specific context of the city of Mannheim and (3) subjective indicators from the European urban audit surveys measuring citizen's perception.

These indicators were used in Mannheim's first Voluntary Local Review to showcase how the city measures progress on the Mannheim 2030 Mission Statement and how the targets of the statement link to the different SDGs. As a next step, the city is working on the illustration of the indicators in a user-friendly manner that is comprehensive to the public and should serve as a basis for annual sustainability monitoring and feedback into policy-making. In addition to those publicly available indicators, the city uses 412 indicators at the level of administrative units to measure more than 120 impact goals that target the SDGs (City of Mannheim, 2021[42]).


Mannheim, Rhine-Neckar, Germany

PILLAR 5. ENGAGEMENT

> Use a combination of tools to engage territorial stakeholders, such as raising awareness about the SDGs, providing networking opportunities, de-risking investments in SDG solutions through grants or loans, or fiscal incentives for innovative solutions towards sustainability.

Kitakyushu, Japan – Kitakyushu SDGs Club (private sector, academia, civil society)

The city of Kitakyushu established two bodies since 2018: the Kitakyushu SDGs Club as an open platform for all stakeholders, and the Kitakyushu SDGs Council made up of experts appointed by the city. The SDGs Promotion Division of the City Hall serves as the secretariat for the club and council. Registration is open to interested parties via web registration. The Kitakyushu SDGs Club plays an important role in the local governance scheme. It aims to raise awareness of the 2030 Agenda by promoting SDG activities and collaboration among members. Today, the SDGs Club counts almost 1 800 actors, including 878 companies, 245 schools, 233 organisations, and individual citizens (as of 2022).
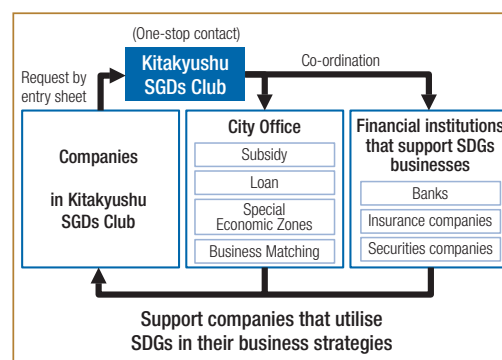
Source: Adaptation by OECD based on figure provided by the city of Kitakyushu (2020)

The club also has a website (https://www.kitaq-sdgs.com/) where members can exchange information and request the Secretariat to post their event announcements. The club runs a program called Project Teams, in which members team up to launch new projects that solve local issues. Moreover, the club provides SDGs Management Support in co-operation with the 20 member financial institutions, such as local banks and insurance companies. Club members may receive free consulting and matching services on corporate management issues upon request (Kitakyushu SDGs Club, 2022[43]).

The Kitakyushu SDGs Council aims to provide advice on the implementation of the SDGs, namely through the engagement of eight experts in different fields (environmental, economic and social), from different sectors (civil society, private sector, finance and academia). In this way, the SDGs Club can implement the ideas emerging from the Council (Kitakyushu SDGs Club, 2022[43]; OECD, 2020[1]; City of Kitakyushu, 2018[44]).

Flanders, Belgium - Week of the Sustainable Municipality (private sector, academia, civil society)
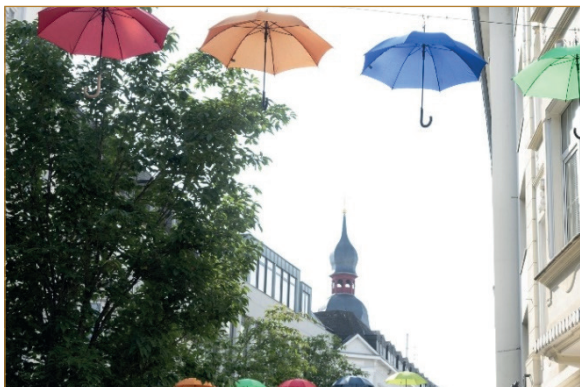

Logo of the Week of the Sustainable Municipality (© VVSG), Source: https://www.uclg.org/en/media/events/vvsg-week-sustainable-municipality-0

The Association of Flemish Cities and Municipalities (VVSG) serves 300 local governments from the region of Flanders to strengthen the capacities of member municipalities in a range of policy areas including the SDGs. Regarding the localisation of the SDGs, VVSG plays a role in raising public awareness and providing advocacy tools that can be replicated by all members.

For example, since 2018, VVSG has conducted an annual campaign every September called Week of the Sustainable Municipality to celebrate the anniversary month of the SDGs (with the support of the Flemish Government, the Federal Government and Platforma), as part of ACT4SDGs campaign of the

United Nations. VVSG issues the campaign manual following specific steps. Participating municipalities display the SDGs flag at the town hall and register their Sustainable Heroes, such as local organisations, schools, companies or citizens who contribute to the SDGs on the ground. Yearly, about 700 heroes are nominated by the municipalities with an annual theme, such as 'Corona heroes' in 2020, and 'Leave no one behind' in 2022. The number of participants increased from 90 municipalities in 2018 to 113 municipalities in 2021 (VVSG, 2022[45]). This campaign puts individuals and activities in the spotlight, enhancing a sense of ownership among local citizens and encouraging the exchange of good practices on the implementation of the SDGs and the recognition of SDG leaders among 300 municipalities.

Bonn, Germany – Awareness-raising through the Bonn SDG Days (civil society)

Source: City of Bonn (2022), https://www.bonn.de/microsite/en/press-releases/september-2021/bonn-sdg-days-umbrella-roof-in-the-colors-of-the-17-un-sustainable-development-goals.php#&gid=1&pid=1

Photo credit: © Jo Hempel/City of Bonn

The annual Bonn SDG Days create an interactive format for information and engagement for the 2030 Agenda. The first edition in 2018 was around the motto "17 days for 17 goals", with at least one event on the SDGs taking place every day for 17 days from 27 May to 13 June. The aim was to make the SDGs and the work undertaken in Bonn more visible, as well as advocate for support for the SDGs by highlighting individual actions. Activities included bike tours to sustainable projects in Bonn, an evening walk to urban gardening projects on municipal land, SDG poetry slams and pub quizzes, and special events on topics such as biodiversity conservation or migration.

A second edition was held in 2019, when the SDG Days took place during a period of two months in May and June. A highlight was the urban art project One World Construction Site Bonn. In co-operation with an artist from Bonn, a Bolivian artist designed an SDG mural to anchor the SDGs in the city's landscape and the minds and actions of Bonn's citizens. Information stands were set up at large city events such as the annual Museum Mile Festival, where visitors were invited to spin the popular SDG Wheel of Fortune and received information about the SDGs and implementation measures in Bonn (OECD, 2020[13]).

Due to the COVID-19 pandemic, the third edition of the Bonn SDG Days had to be virtual. One result of this online edition was the creation of the virtual SDG Wheel of Fortune. In 2021 the Bonn SDG days included a public 17 Goals space in the city centre, offering interested passers-by information and games for exploration, and an event stage for Bonn initiatives from the city and its administration. Another highlight was the 17 Goals Street in the city centre, where the SDGs were visualised with an umbrella roof in the colours of the Sustainable Development Goals. The owner-operated stores based in Friedrichstrasse actively participated by presenting their sustainable business activities, and civil society networks informed about their work. The Bonn SDG Days activities allow an exchange between citizens, informing them about local sustainability initiatives and possibilities for engagement. The next edition is planned for September 2022.

Flanders, Belgium – De-risking private investment in innovative and sustainable products and ideas (private sector)

The Government of Flanders set up an incentive scheme to de-risk investments in sustainable cleantech energy technologies. The Government of Flanders uses a guarantee scheme for businesses in the geothermal sector to invest in projects on clean-tech energy technologies – as seen in Mol, Antwerp. If after drilling, the estimated energy production is not achieved, the government can pay back some of the costs. Companies contribute to the scheme by paying a premium. This helps deal with the significant investment required for drilling for geothermal resources by lowering the risks of such investments.

The Flemish Institute for Technological Research (VITO), a research and technology organisation in the area of cleantech and sustainable development, produced the first large-scale deep geothermal energy project in Flanders. After about a decade of research and pilot projects, VITO completed its first geothermal power plant at the Balmatt site in Mol, Antwerp Province. The installation pumps hot water from between 3 000 and 4 000 metres below ground, extracts its heat and re-injects the water back under ground. The project's cost was around EUR 30 million (of which EUR 15 million for drilling) and was funded by Vito and the Government of Flanders. The project inspired local and multinational private enterprises to invest in the exploitation of geothermal energy in this region of Flanders (OECD, 2020[8]).

> Use the SDGs as a vehicle to enhance accountability and transparency by engaging all territorial stakeholders, including civil society, citizens, youth, academia and private companies, in the policy-making process. Co-design and implement visions and strategies with territorial stakeholders in a bottom-up and participatory way to enhance accountability and transparency in the policy-making process.

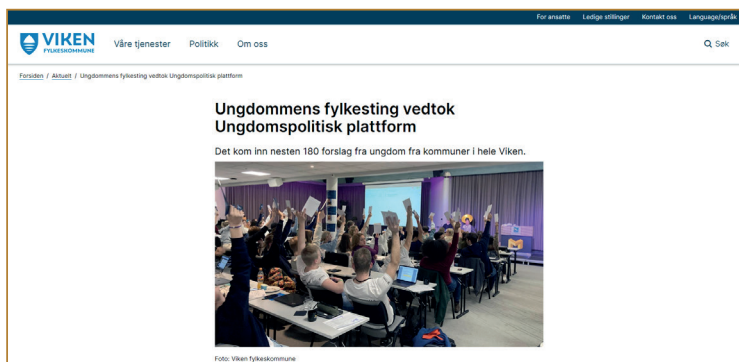## Paraná, Brazil – Civil society and youth partnerships to achieve the 2030 Agenda (youth, civil society)

Source: Movimento Nacional ODS Paraná (2022), https://pr.movimentoods.org.br/

Civil society plays a role in supporting progress towards the SDGs in Paraná. Civil society organisations are engaged in the implementation of the SDGs and promote different initiatives of the 2030 Agenda. For instance, the movement *Nós Podemos Paraná* (Paraná We Can) has been building partnerships with local leaders, non-state institutions and citizens to achieve the Millennium Development Goals (previously) and the SDGs (OECD, 2021[10]). *Nós Podemos Paraná* was structured through integrative and participatory debate circles, seeking to strengthen existing local actions and projects, implement new actions and projects, and encourage voluntary work from all sectors of society to enhance and sustaining actions to promote the quality of life and local sustainable development. It represents civil society, government, companies and the academic community committed to improving lives in their communities.

The movement has held more than 700 Dialogue Circles with the participation of almost 40 000 people, 360 local work groups, project design workshops, regional project shows and the *Nós Podemos Paraná* congress. The goal of the movement in 2010 was the "municipalisation of actions", implementing local work units in the 399 municipalities of Paraná. The initial project was carried out in partnership with local institutions, city halls, higher education institutions, banks, companies, unions, service clubs – in short, with society at large (FIEP, 2022[46]).In

addition, the state of Paraná works closely with young people. For instance, the Youth Action Hub in Paraná promotes training with the International Training Centre for Authorities and Leaders (CIFAL), backed by the Federation of Industries of the State of Paraná (FIEP). It is involved in events such as the Climate Cycling, the Sopão Curitiba project and Environment Week and engaged in dissemination events, such as during World Refugee Day (OECD, 2021[10]).

Viken, Norway – Engagement with Youth Councils on the SDGs (youth, civil society)

Source: County of Viken (2022), https://viken.no/aktuelt/ungdommens-fylkesting-vedtok-ungdomspolitisk-plattform.124782.aspx

Young people have a strong voice in advocating for and contributing towards achieving the SDGs in Viken, and are active agents of change in this regard. One institutional mechanism for youth participation in local policy-making is the youth councils, which have been consultative bodies to the former county councils of Akershus, Buskerud and Østfold. In 2020, the three youth councils merged to form the Viken Youth Council using the SDGs to guide this process. The ambition for the new council is to have a large youth conference every year, where attendees engage in a dialogue between youth, politicians and the administration.

As of 2020, each municipality in Viken is legally required to set up a Youth Council, which will strengthen the engagement of youth in the county's work on the SDGs, allowing for greater dissemination of information to and from the local level. One strength is that the Youth Councils have direct access to and can share their suggestions with policy-makers and politicians. This includes expressing concerns about public transport, since most students rely on these services for their everyday needs and which were identified as a challenge for Viken.

The Viken Youth Council proactively seeks to raise awareness, for example to help the county reach out to youth and inform them about the SDGs, including through social media platforms and by holding information sessions in schools (OECD, 2020[11]). It has been active in promoting LGBTQI rights, supporting a pilot project with free sanitary pads and tampons in some high schools, and providing inputs to political cases on issues such as school transport.

Los Angeles, US – Collaboration with university students on the localisation of the SDGs (youth, academia)

Since 2017, the City of Los Angeles started an incremental approach to align its local development policies to the SDGs. A distinctive feature of Los Angeles is close engagement with the academic sector in its localisation efforts (OECD, 2020[1]). Academic partnerships have been a key component since Los Angeles began working on the SDGs in 2017 – mainly via the support of the Conrad N. Hilton Foundation

Source: City of Los Angeles (2022), https://sdg.lamayor.org/

and the Mayor's Fund for Los Angeles (Bromaghim and Kim, 2020[47]). The first university partner was Occidental College (Oxy), followed by the Hilton Summer Scholars Program at the University of California

Los Angeles (UCLA), supporting students engaged in sustainable development fieldwork. As a result, 18 graduate and undergraduate students spent the summer of 2018 gathering data and mapping activities on the SDGs across the public, private and non-profit actors.

More partnerships followed, most of which began by identifying "champions" in each academic institution. With each lead at the universities, the city works to connect SDG-aligned projects to their experiential learning programs and expert colleagues. This process has consolidated the connection of the city with its academic institutions, and to create templates to structure project-based teams. Student teams can be constructed in different ways, ranging from graduate-level research and summer cohorts to capstone projects and Challenge Labs. For instance, in the summer of 2020, the city hosted 54 students from June to August forming nine projects, as part of the SDG Summer Cohort, overseen by "clients" in the city departments or the Mayor's Office. Examples of these student projects include researching best practices to improve indoor air quality (SDGs 7 and 13), assessing linkages between housing security and educational outcomes (SDGs 4 and 11), and developing datasets for Los Angeles' Biodiversity Index (SDG 15). Since 2017, the city has engaged over 160 students in these various constructs. The case of Los Angeles shows that partnering with universities on the SDGs offers the city access to capacity and an outside perspective, whilst providing students with an opportunity for service-based learning and applied research (Bromaghim and Kim, 2020[47]).

> Identify and put in place appropriate frameworks and knowledge-sharing opportunities to support and scale up initiatives that involve stakeholders such as schools, civil society, the private sector and academia in the implementation of the SDGs in a more systemic way.

Bristol, United Kingdom – SDG Alliance (academia, private sector)

Source: Global Goals Centre (2022),
https://globalgoalscentre.org/project/sdg-alliance/

The Bristol SDG Alliance, which played an instrumental role in driving the SDG agenda in Bristol, is a network of city stakeholders aiming to drive action and interest towards the implementation of the SDGs locally and nationally (Fox and Macleod, 2019[34]). The SDG Alliance emerged following Bristol's experience as the European Green Capital in 2015. The individuals involved in these discussions formed the Bristol SDG Alliance shortly afterwards.

The Alliance began with a mix of individuals active in the use and implementation of the SDGs or interested in the idea and supporting it. Gradually, this network grew and started to include individuals from most anchor institutions in the city, including the two largest universities, representatives from major businesses, City Council officials, and voluntary networks and organisations. In 2017, the SDG Alliance, in partnership with the Bristol City Council Resilience Officer and the Bristol Green Capital Partnership, commissioned a report from University of Bristol graduate students to assess the relevance and utility of the SDGs to Bristol (Fox and Macleod, 2019[34]). Both Universities also embedded the SDGs in what they do and the ways they operate. For instance, they both work in partnership with the City Council sustainability team to provide research capabilities on how Bristol can decarbonise and encourage behaviour change (SDG 13) through the Bristol Advisory Committee on Climate Change, a local interpretation of the UK's national Commission on Climate Change (Fox and Macleod, 2019[34]).

In April 2019, following the Bristol City Council's declaration, the University of Bristol became the first in the UK to declare a Climate Emergency and set a target of carbon neutrality for 2030. Finally, it is worth mentioning that all of the city's major networks are considered active members of the SDG Alliance and are involved in the work of the City Office. This continual dialogue among organisation and networks about the SDGs has been crucial in promoting uptake of the SDGs at a local level (Fox and Macleod, 2019[34]).

Kópavogur, Iceland – Memorandum of Understanding between local government and companies on the implementation of the SDGs (private sector)

Source: Kópavogur Marketing Office (2022), https://www.markadsstofakopavogs.is/

Kópavogur's Marketing Office (Markaðsstofa Kópavogs, MK) is the main body promoting the co-operation between local enterprises and the municipality, and plays a role in supporting te implementation of the local strategy and priority SDGs. The 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 the MK pay a small annual fee; however, the organisation receives most of its funding from the municipality (OECD, 2020[9]).

The development of a Memorandum of Understanding (MoU) between the local government and companies is among the MK's main contributions to sustainable development in Kópavogur. By signing this MoU, companies pledge to implement the SDGs in their policy and daily operations. In addition, companies must record performance indicators of their status and set goals for 2024, in line with the indicative goal setting by the MK. They also agree to inform the MK of their goals and yearly progress, whilst registering their information in a common database. Finally, they agree to publish a summary of the data to inform on the collective progress of the participants in the agreement (keeping information on any individual participant private). In this MoU, the MK encourages businesses to prioritise the SDGs (and their targets) selected by a focus group that brings together specific partners. The selected SDGs were the ones considered most relevant to the companies' daily business (Finnbogadottir, 2021[48]).
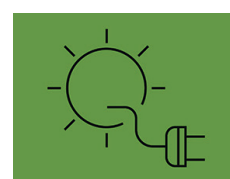
> Support private sector contribution to the SDGs by incentivising public-private partnerships and the engagement of private companies in the definition and implementation of local and regional strategies and actions towards sustainability.

Sønderborg, Denmark – Public-private partnerships (PPPs) in action through the SDGs (private sector)

Through their proximity to citizens and the local business community, municipalities can incentivise PPPs that generate joint value. One example in line with regional development strategy priorities can be found in Sønderborg, Southern Denmark, where the municipality worked with local companies to improve its sustainability on various fronts. One example of a PPP that highlights how joint efforts can align local, regional, national and global priorities is the Centre for Industrial Electronics (CIE), established in 2017 thanks to a partnership between the University of Southern Denmark, the region of Southern Denmark, and the companies Danfoss and Linak, which have their headquarters near Sønderborg.

Source: University of Southern Denmark (2022), https://www.sdu.dk/en/forskning/centre+for+industrial+elektronics/about+cie

Having suffered a shortage of engineers because of the skills gap and outmigration of youth, the companies decided to invest in attracting a future workforce to the local area. The CIE offers courses designed specifically to provide the skills needed by their industries. Beyond the short- to medium-term benefits to local and regional businesses and the community, the CIE offers top laboratory facilities that will benefit the entire industry for energy efficiency and lead to new business opportunities. It further caters for both Danish and German researchers. Now, the same partnership works to establish a Centre for Industrial Mechatronics (CIM).

Partners like Danfoss and Linak realise the importance of highlighting the change they are promoting in their internal operations. For example, Danfoss managed to increase energy efficiency to produce the same output in 2019 with 45% less energy than in 2007. After less than three years, the cost savings from the increased energy efficiency paid off the initial investments while reducing GHG emissions (OECD, 2020[7]).
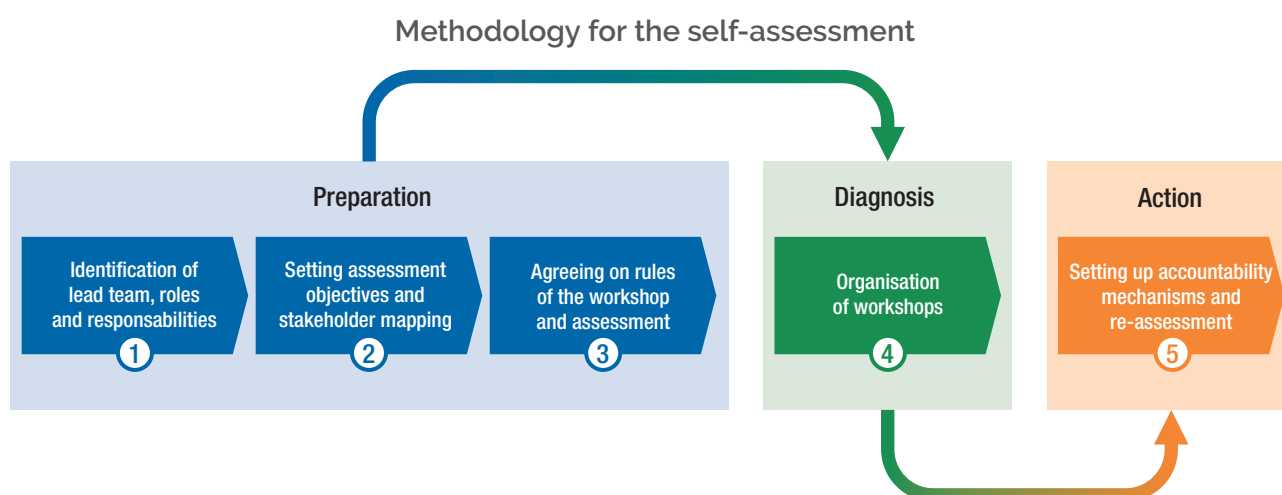
3 | Self-assessment: Framework for a territorial approach to the SDGs

SELF-ASSESSMENT METHODOLOGY AND PROCESS

The self-assessment framework helps cities and regions analyse conditions for the implementation of a territorial approach to the SDGs and assess the extent to which they are following the guidance and recommendations included in the OECD Checklist for Public Action.

It consists of questions that build on the action-oriented recommendations within the five pillars of the Checklist, namely: (1) policies and strategies; (2) multi-level governance; (3) financing and budgeting; (4) data and information; and (5) engagement.

The figure below shows the methodology and process to develop the self-assessment. The framework should stimulate a transparent, neutral, open, inclusive and forward-looking dialogue across stakeholders on what works, what does not, what should be improved and who can do what in the context of localising the SDGs.

Methodology for the self-assessment

Preparation			Diagnosis	Action
Identification of lead team, roles and responsabilities ①	Setting assessment objectives and stakeholder mapping ②	Agreeing on rules of the workshop and assessment ③	Organisation of workshops ④	Setting up accountability mechanisms and re-assessment ⑤

Preparation

1. Identification of team lead and roles and responsibilities

A successful self-assessment to implement a territorial approach to the SDGs requires a lead institution that co-ordinates the process. This could be a department or a dedicated office or agency in the city, region or national government. The institution should have convening power to gather territorial stakeholders and be able to designate a moderator for workshops further down the line. It should also have the human and financial resources to organise multi-stakeholder workshops to conduct the self-assessment. In addition to ensuring knowledge and capacity to carry out the assessment, the lead institution should be motivated and able to promote and implement the proposals for change that emerge. It would be desirable that the lead institution have experience in localising the SDGs and in the use of methodologies to collect inputs transparently and openly from stakeholders.

2. Setting assessment objectives and stakeholder mapping

The self-assessment to implement a territorial approach to the SDGs pursues multiple objectives. It should promote collective thinking among stakeholders, foster peer-to-peer learning, improve transparency, reduce information asymmetries, and enhance accountability. It is important to have agreement on the objectives among those involved in the process. Stakeholders should be able to see how their contribution can lead to an improvement in the current institutional setting, policies, actions and programmes to localise the SDGs. It is therefore crucial that the lead institution and stakeholders discuss and agree on the objectives and scope of the assessment.

The self-assessment depends on a robust mapping of stakeholders. To ensure a high level of representation of stakeholders in the assessment, the lead institution should conduct a mapping of the parties involved. These should include representatives from the public administration involved in the localisation of the SDGs, ideally from different levels of government, civil society organisations, academia, youth and the private sector. Based on the mapping, the lead institution should engage the stakeholders in the assessment and use their input to define priorities for follow-up actions.

3. Agreeing on the rules of the workshop and assessment

The multi-stakeholder workshop to conduct the self-assessment requires clear rules. Once the objectives are defined and agreed with the stakeholders, participants need to agree on the rules of the workshops and assessment. As a first step, they need to be familiar with the OECD Checklist on A Territorial Approach to the SDGs and understand the concepts. The workshop should allow the lead institution and stakeholders sufficient time to share information and opinions, and gather data and ways forward on how to better comply with the Checklist. This information and material should be shared prior to the workshop. The moderator should aim for balanced participation across stakeholders to ensure a diversity of opinions. Together with the lead institution, the moderator should also present the assessment criteria. Stakeholders should be given the option to provide open feedback and discuss the gathered opinions.

Diagnosis

4. Organisation of the workshop

The workshop should provide a platform where stakeholders can share, compare and confront views on the implementation of the SDGs in their city or region. Further meetings could be needed depending on the opportunities for stakeholders to provide inputs between the workshops and build consensus on the assessment and actions needed. An important part of the workshop is the actual assessment, including discussing and agreeing the score for the level of advancement achieved for each sub-component of the OECD Checklist (see below). The OECD proposes an assessment by means of a five-point scale (plus a "not applicable" option) corresponding to the level of implementation at the time of the workshop. In addition to familiarisation with the Checklist, stakeholders should be informed about this scoreboard to measure the progress on the different sub-components.

The overall assessment should be split into sub-components for each of the five pillars of the OECD Checklist for a Territorial Approach to the SDGs. For each of the questions in the Checklist, stakeholders should rate the level of its implementation/achievement on the five-point rating scale (see table below), with one vote per stakeholder. As a next step, the average rating of the stakeholders should be computed, first per stakeholder group (e.g. public administration, private sector, civil society, academia) and then for the entirety of stakeholders. Applying such a rating system for each of the questions could reveal common and conflicting views between different stakeholder groups. It could thus also provide relevant input for the following discussion and elaboration of actions on how to improve the implementation of each component of the Checklist.

Open communication and transparent discussions are success factors for the assessment. During the workshop, the moderator and lead institutions should clarify any misinterpretations and try to understand the reasons behind diverging opinions. This refers to both the level of implementation of sub-components and possible priorities of actions for the future. Doing so could help analyse the variety of perceptions, which can be due to different levels of knowledge, experience and interest. In case of disagreement, the moderator should search for common ground and consensus. The workshop should let stakeholders provide ideas and suggestions on how challenges could be addressed.

Self-assessment rating system

Rating	Category	Description
5	In place, functioning	The sub-component is complete and relevant in all aspects; no significant concerns are noted.
4	In place, partly implemented	The sub-component is in place, but the level of implementation is not complete. Parts to complete the framework might be explicitly lacking. There might be several reasons for this, including insufficient funding, regulatory burdens, lengthy bureaucratic processes, etc.
3	In place, not implemented	The sub-component was due to be implemented but never was. For example, it can be inactive, or activities are of too low relevance to play a role in progress.
2	Under development	The sub-component does not exist yet, but the framework is under development.
1	Not in place	The sub-component does not exist, and there are no plans or actions to develop it.
-	Not applicable	The sub-component is not applicable to the context where the self-assessment takes place.

Source: Based on (OECD, 2018[49]).

Action

5. Setting up accountability mechanisms and re-assessment

The suggestions should feed into a plan that identifies the means necessary to put actions into place and establish a timeline for their implementation. The action plan can also ensure that stakeholders play a role in the implementation of the Checklist and in the improvement of policy outcomes. For meaningful use of the Checklist, self-assessment workshops should not remain a one-off event. Instead, the lead institution should keep the dialogue among stakeholders in place to ensure that they are consulted in the development of follow-up actions. In particular, the lead institution should generate opportunities for stakeholders to continue to engage and track progress on the objectives defined in the workshops. An accountability mechanism should be set up to facilitate this process and verify that stakeholders' inputs are considered and addressed. In addition, the self-assessment should be repeated over time to identify changes resulting from elaborating the action plan. Every re-assessment should take all the five steps of the methodology into account. This could entail re-defining the lead institution, stakeholders, objectives and roles of the workshop, if necessary. This re-assessment could be conducted annually, however, any re-assessment should consider that governance and policy changes might take more than a year to put in place. The use of the scoreboard can enable comparability of the results over time.

SELF-ASSESSMENT QUESTIONS

Pillar 1. Policies and strategies

- Did you use the framework of the SDGs to define and shape your local development vision, strategy or plan, or to reorient existing ones in your city/region?

- Do you use the SDGs as a guiding framework to address concrete local challenges 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?

- Do you use the SDGs to promote synergies and manage trade-offs between the environmental, social and economic dimensions of sustainability (e.g. sustainable mobility, climate and inequality, inclusiveness and green growth, etc.) in your city/region?

- Do you use the SDGs to reduce territorial disparities in your city/region?

- Do you identify place-based priorities based on the SDGs through a participatory and multi-stakeholder process?

- Do you support efforts to implement the 2030 Agenda holistically, i.e. in an integrated manner so as to include all levels of government and society?

- Do you combine stakeholder engagement with scientific tools and evidence-based analysis to prioritise actions, manage trade-offs and guide decisions when implementing the SDGs?

- Have you developed tools (e.g. a matrix) to analyse the interconnectedness of the SDGs and the impacts of decisions in one policy area on the others?

- Do you mainstream the SDGs in designing and implementing decentralised development co-operation (DDC) programmes, focusing them on the policy areas where your city/region has good practices and strong knowledge to share?

Pillar 2. Multi-level governance

- Do you use the SDGs as a framework to align policy priorities, incentives or objectives across national, regional and local governments?

- Do you use the SDGs to strengthen horizontal co-ordination and break silos across different government departments?

- Is your city/region engaged in the process of Voluntary National Reviews (VNR)?

- Do you use Voluntary Local Reviews (VLR) or Voluntary Sub-national Reviews (VSR) as an opportunity to engage other levels of government in the implementation of the SDGs in your city/region and drive better multi-level governance for the SDGs?

- Do you use VNR/VLR to strengthen vertical co-ordination with other levels of government?

- Is your city/region/national government developing capacity-building programmes on how to implement the SDGs at the local level?

- Is your city/region active in platforms that enhance capacity building and peer-to-peer sharing of experiences with other cities/regions or higher levels of government working on the SDGs?

- Do you use the SDGs to assess and improve existing governance frameworks and test new governance models towards more holistic and bottom-up policy-making?

- Do you promote co-operation across administrative borders to manage trade-offs in the implementation of the SDGs?

Pillar 3. Financing and budgeting

- Do you mainstream the SDGs in budgeting processes in your city/region, e.g. determine budget expenditures based on SDG priorities?

- Do you allocate financial resources based on the place-based policy priorities and key local challenges identified through the SDGs framework?

- Do you use the SDGs to attract new investors to contribute to the local economic development of your city/region?

- Do you support private sector contribution to the SDGs through policy measures such as incentivising public-private partnerships that generate joint value for citizens and local businesses, or de-risking private investment in innovative and sustainable products and ideas?

- Do you use sustainability criteria in public procurement, beyond the "lowest price" criteria, to achieve economic, social and environmental outcomes aligned with the SDGs, in your city or region?

- Are initiatives in place to raise awareness in public procurement offices around the potential benefits of sustainable public procurement (SPP)?

- Are support structures in place to enable and promote sustainable public procurement (SPP) at the local level, i.e. procurement offices and city offices involved in public procurement activities, or training programmes for civil servants?

Pillar 4. Data and information

- Do you use data and qualitative information (e.g. storytelling, community of practices) to showcase the performance and positive stories of your city/region on the SDGs?

- Have you developed user-friendly open data portals to help increase the transparency of the actions towards the SDGs and to showcase the contributions by different actors to the 2030 Agenda?

- Do you set incentives to produce, disclose and use data and information in innovative ways, e.g. big/smart/mobile data, digital maps, real-time sensors?

- Do you have data and localised indicator systems for the specific use of measuring progress towards the SDGs in your city/region?

- Have your SDGs data and indicator frameworks informed and influenced policies and actions to better people's lives?

- Do you harmonise data and indicators at different scales (i.e. going beyond administrative boundaries) to guide policies and actions to improve people's lives?

- Is your SDG indicator framework consistent with the ones used by other levels of government?

- If you have harmonised and consistent indicator systems to monitor progress across levels of government on the SDGs, are they regularly, reviewed to optimise their relevance and strengthen them when needed?

- Does your SDGs indicator framework allow you to identify territorial disparities and measure progress beyond the national average?

- Are indicators related to the SDGs used in your city/region to start a policy dialogue with key stakeholders and peers?

Pillar 5. Engagement

- Do you use the SDGs as a vehicle to enhance accountability and transparency in the policy-making processes by engaging all territorial stakeholders, including civil society, citizens, youth, academia and private companies?

- Have you co-designed and implemented visions and strategies with territorial stakeholders in your city/region through a participatory and multi-stakeholder process?

- Do you use specific tools to engage territorial stakeholders in the implementation of the SDGs in your city/region and in finding innovative solutions towards the 2030 Agenda, e.g. awareness campaigns, partnerships with community leaders, networks with academia?

- Do you use the SDGs as a tool for "public service motivation", i.e. creating an extra incentive by linking the daily work of staff in the administration to the achievement of global goals?

- Do you connect with the business community and leverage the potential of the private sector to contribute to the SDGs, for instance, by sharing best practices that can inspire companies?

- Do you support private sector contribution to the SDGs through policy measures such as incentivising public-private partnerships that generate joint value for citizens and local businesses, or de-risking private investment in innovative and sustainable products and ideas?

- Do you promote agreements with the private sector that encourage companies to mainstream the 2030 Agenda in their core business?

- Do you facilitate a constructive dialogue between territorial stakeholders regarding the implementation of the SDGs in your city/region, for instance, by organising events that bring actors together or creating consultative bodies to open-up participation in local policy-making?

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