



SUSTAINABILITY THROUGH INTRAPRENEURSHIP – NATIONAL STUDY AND GOOD PRACTICES' IDENTIFICATION IN ICELAND

NATIONAL REPORT



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PREFACE

The initial stage of the SINTRA project implementation is about making an in-depth investigation of the national and sectoral settings for the development of environmental, social and economic sustainability, as well as the existing good practices in particular sectors with sustainability potential in the respective partner country, related to the positive effects that intrapreneurship can have on sustainability in one or more of its dimensions. This investigation, together with the gap analysis surveys and interviews, to be conducted as a next step within the framework of IO1 'Good Practices and Gap Analysis', will serve the purpose of filling a gap in the systematic mapping of sustainability-focused intrapreneurship-related training needs of employees and employers in the partner countries.

This National Report presents an overview of how the concept of sustainable development is reflected in the various strategic and programming documents at national level. An important emphasis of the Report are the three dimensions of sustainability, i.e. environmental, social and economic sustainability, as well as its sectoral focus. The existing initiatives, aimed at supporting sustainable development in one or more of its dimensions are also presented together with the effects of their implementation. Finally, the report identifies a number of existing good practices in the field of INTRAprenueurship-supported sustainability, to be later elaborated on and incorporated in the SINTRA training material and interactive tools, to be developed in the framework of IO2, 3 and 4.

The National Report follows the generic structure, proposed by the IO1 Leader – Tora Consult (P6), in order to allow for comparability of reported information and outcomes across SINTRA partner countries, and includes the following chapters:

Chapter 1. Environmental, social and economic sustainability – national and sectoral settings in Iceland.

Chapter 2. Sustainability through INTRAprenueurship – good practices in Iceland.

In preparing this material, a variety of sources have been used, incl. statistical data, reports and reviews, together with the own insights of the authors – Magnús Smári Snorrason, Inga Dóra Halldórsdóttir and Signý Óskarsdóttir.

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EXECUTIVE SUMMARY

In Iceland the development of environmental, social and economic sustainability has progressed in many aspects in the last decade or so. The Sustainable Development Goals and the commitment of the Icelandic government towards the implementation has been eminent. The SDGs serve as guiding principles in Iceland's development cooperation, as the government's main goal in development work is to reduce poverty and hunger and to promote general welfare based on gender equality, human rights and sustainable development. Iceland is a Nordic welfare state with a relatively high standard of living. For ten consecutive years, Iceland has been ranked both the world's most peaceful country and the one with the greatest gender equality.

Despite real success in many areas, Iceland still faces a variety of challenges and has a way to go before achieving some of the SDG targets. Iceland's main challenges for each of the 17 goals, are focused on identifying marginalised groups, such as immigrants and persons with disabilities, to leave no groups or individuals behind. Climate change is one of the major challenges in Iceland as well as responsible consumption and production. Iceland is still a net contributor to climate change, but heads for carbon-neutrality at the latest in 2040.

Several good practices have been identified in this report where companies and organisations from all sectors have been implementing sustainability strategy using intrapreneurial focus such as **The Municipality of Kópavogur**, using citizens participatory processes to implement and monitor the Sustainable Development Goals. **Snæfellsnes regional park** involving the municipalities and stakeholders in the region to connect their strategy to the SDG through management and actions to be taken to meet long term goals. Sustainability is the heart in every action taken within the regional park, **The Bank Íslandsbanki** implementing Sustainable Development goals involving the staff and **KeyNatura's** with production processes that are equally innovative and sustainable. Although it is not clearly stated that the process in the sustainable development is intrapreneurship a clear indication of such focus can be found and should be explored further. This will be done in this project with interviews and questioners with stakeholders.

EXECUTIVE SUMMARY IN ICELANDIC

Á Íslandi hefur sjálfbærni þróast í jákvæða átt á mörgum sviðum á síðasta áratug eða svo. Heimsmarkmið um sjálfbæra þróun og skuldbinding íslenskra stjórnvalda gagnvart því að hrinda þeim í framkvæmd hafa verið áberandi. Heimsmarkmiðin eru leiðarstef á hjá Íslenskum stjórnvöldum þar sem meginmarkmið stjórnvalda í þróunarstarfi er að draga úr fátækt og hungri og stuðla að almennri velferð sem byggir á jafnrétti kynjanna, mannréttindum og sjálfbærri þróun. Ísland er norrænt velferðarríki með tiltölulega góð lífsskjör. Í tíu ár í röð hefur Ísland verið raðað sem bæði friðsælasta ríki heims og það land þar sem er með mest jafnrétti kynjanna.

Þrátt fyrir raunverulegan árangur á mörgum sviðum, stendur Ísland enn frammi fyrir margvíslegum áskorunum og á enn langan veg fyrir höndum til að ná nokkrum af heimsmarkmiðum Sameinuðu þjóðanna. Helstu viðfangsefni Íslands fyrir hvert og eitt af markmiðunum 17 beinast að því að þjóna betur jaðarhópum, svo sem innflytjendum og einstaklingum með fötlun, til að engir hópar eða einstaklingar verði skildir eftir. Loftslagsbreytingar eru auk þess ein helsta áskorunin á Íslandi sem og ábyrg neysla og framleiðsla. Stefnt er að kolefnishlutleysi árið 2040.

Nokkur fyrirmyndar dæmi hafa verið skilgreind í þessari skýrslu þar sem fyrirtæki og stofnanir úr öllum geirum hafa verið að vinna sjálfbærniáætlun með áherslum á innri nýsköpun fyrirtækisins, svo sem Kópavogsbær, með þátttökuferlum íbúa til að hrinda í framkvæmd og fylgjast með heimsmarkmiðum um sjálfbæra þróun. Svæðisgarðurinn á Snæfellsnesi þar sem sveitarfélögin og hagsmunaaðilar á svæðinu hafa mótað stefnu þar sem sjálfbærni er hjartað í hverri aðgerð. Íslandsbanki með innleiðingu á stefnu um sjálfbæra þróun þar sem starfsfólk kom að mótuninni og KeyNatura þar sem framleiðsluferlar eru í senn sjálfbærir og nýskapandi. Þrátt fyrir að ekki sé tekið skýrt fram að ferlið í sjálfbærri þróun sé frumkvöðlastarfsemi er hægt að finna skýra vísbendingu um slíkan fókus og ætti að kanna frekar. Það verður gert í þessu verkefni með könnunum og viðtölum við hagsmunaaðila.

1. ENVIRONMENTAL, SOCIAL AND ECONOMIC SUSTAINABILITY – NATIONAL AND SECTORAL SETTINGS IN ICELAND

Icelandic government took the first step towards the implementation of the Sustainable Development Goals by establishing a working group for the SDG's. The working group delivered a national status report in 2018 that provides insight into Iceland's position towards each target in both the domestic and international arena. In 2019 the Government issued a Voluntary National Review (VNR) regarding Iceland's Implementation of the 2030 agenda for sustainable development. There it is clearly stated that the implementation of the SDG's is the task of the state and the local authorities. (Prime minister's office, 2019a)

The VNR states that Iceland is fully committed to the implementation of Agenda 2030 for Sustainable Development both nationally and internationally.

An inter-ministerial working group leads the work of the Icelandic government towards implementing the SDGs. It has mapped Iceland's position for all 169 targets and specified 65 priority targets that will guide the authorities in implementing the goals in the coming years. Data has been gathered for 70 of the indicators for the SDGs, which are based on a defined methodology, but more work remains to strengthen the statistical foundation of the SDGs in Iceland. The SDGs serve as guiding principles in Iceland's development cooperation, as the government's main goal in development work is to reduce poverty and hunger and to promote general welfare based on gender equality, human rights and sustainable development. New initiatives aim to build public-private partnerships in international development cooperation, as the SDGs will not be met unless the private sector is a part of the solution. Strong emphasis has been placed on integrating the SDGs into the government's five-year fiscal strategy. Linking SDG targets directly to specific government policy objectives offers an opportunity to map the means of implementation of specific targets, estimate funding allocation for the SDGs at any given time and anticipate potential synergies and trade-offs. Additionally, efforts are being made to actively involve local authorities in their important role in implementing the 2030 Agenda (Prime minister's office, 2019, p. 4 and 5)

The government's SDG working group has three times commissioned a Gallup poll measuring public awareness of the SDGs. The first survey, conducted in January 2018 before the first promotional campaign began, showed that 46.6% of the population knew about the goals or had heard of them. Public awareness was measured again in May 2018, following the promotional campaign, showing an awareness rate of 57.4%. The proportion of persons who said they knew the SDGs increased by 1.5 percentage points between surveys, while those who had heard about the targets increased by 9.3 percentage points. A total of 27% of the participants had noticed the first campaign. The results therefore indicate that the campaign has had some success in increasing public awareness. The public's awareness was measured for the third

time in February 2019, and in this instance 65.6% of respondents said they knew or had heard about the goals. Therefore, it can now be stated that about two of every three Icelanders have heard of the SDGs. (Prime minister's office, 2019, p. 15)

The Sustainable Development Goals (SDGs) have been integrated into government policy on social, economic and environmental affairs, with a particular emphasis on building a peaceful and just society, free from fear and violence. Domestically, the Government aims to identify and better serve marginalised groups in society and to build partnerships to address the large environmental footprint of modern lifestyle. Iceland is still a net contributor to climate change, but heads for carbon-neutrality at the latest in 2040. Internationally, Iceland shares its expertise in gender equality, land restoration and the use of sustainable natural marine and energy resources through its international cooperation, contributing to global progress on SDGs 5, 7, 13, 14 and 15. The promotion of human rights for all, including LGBTI persons, is a cornerstone in Iceland's foreign policy and its international development cooperation – in line with Agenda 2030 and the Government's domestic priorities. In particular, Iceland has been a vocal champion of gender equality and the empowerment of women, a key driver for the achievement of the SDGs. (Prime minister's office, 2019 a, p. 4)

Collaboration between the five Nordic states, Iceland, Denmark, Finland, Norway and Sweden, and the three autonomous regions, Greenland, the Faroe Islands and Åland, is based especially on their shared values. In 2017, governments of the five Nordic states agreed to work together on the promotion of the SDGs, including by sharing Nordic solutions in the field of sustainable energy, gender equality, sustainable food production, welfare services, sustainable urban planning and climate action. For a number of years, sustainable development has been a cross-sectoral theme in all Nordic cooperation. (Prime minister's office, 2019, p. 20)

1.1. Sustainable development strategic goals

The attempt here is to set the focus on the extent to which sustainable development is a priority at national level and how this is reflected in the various national strategies and programmes (and their implementation) in the fields **of environment protection; social inclusion and economic development.**

“Incorporation in national frameworks Various new government policies and programmes have been linked to the SDGs, including a new development cooperation policy, a draft of a new education policy and innovation policy, as well as Iceland's climate action plan. Iceland holds the Presidency of the Nordic Council of Ministers in 2019 and has linked three areas of emphasis in its Presidency program to the SDGs, as well as emphasising the SDG 12, which is the focus of Nordic cooperation on sustainable development until 2020.” (Prime minister's office, 2019, p. 12)

Environment protection

Environmental protection is highly valued in Iceland as the nation is dependent on natural resources in many different ways. In a report on Icelandic society 2035-2040 that takes the focus on economic, environmental, regional, and demographic developments is stated that “Energy production is one of the



foundations of Icelandic society, and it is essential that efforts to produce renewable energy and use it efficiently be successful. Improved utilisation must be considered as important as further harnessing.” (Prime minister’s office, 2019 b, p. 6) In the same report emphasis is on the necessity to utilize resources in a sustainable way in all instances.

The Icelandic Government announced a new Climate Action Plan in September 2018, intended to boost efforts in cutting net emissions to meet its Paris Agreement targets for 2030 and reach the government’s ambitious aim to make Iceland carbon neutral before 2040. Climate change will have a big impact on Iceland and Icelandic waters, as on most other countries and regions. Almost all of Iceland’s glaciers are receding. Glaciers cover some 11% of Iceland today, but scientists warn that they may largely vanish in the next 100-200 years if warming trends are not halted. Of special concern to Iceland is ocean acidification, which may have a profound impact on the marine ecosystem. Rapid acidification is observed in parts of Icelandic waters, changing the habitats and viability of bivalves and many other organisms.

Iceland’s Mitigation Profile Iceland has in many ways a unique profile among developed countries, when it comes to greenhouse gas (GHG) emissions and mitigation of climate change. Almost all electricity and heating is provided for by renewable energy, hydro and geothermal. In many countries, stationary energy production is the main source of emissions; in Iceland such emissions are negligible. Iceland started using geothermal water to heat houses around 1930, replacing imported coal and oil. The transformation took several decades, supported by a push by the government to bring clean heating to areas outside the main geothermal areas. Electricity is mostly produced by hydro energy, but also by harnessing geothermal steam. Today Iceland enjoys virtually carbon-free electricity and heating. Fossil fuels are used in transport and fisheries, and now the aim is set to rapidly decarbonize those sectors, and to allocate increased government resources in this effort. The main sources of GHG emissions (not counting land use) are fossil fuels for cars and ships, industrial processes and agriculture. Road transport accounts for about 20%, fisheries for 11%, heavy industrial processes and chemicals for 42%, agriculture for 13% and waste management for 5%. The share of main sources of emissions in 2016 can be seen below (not counting emissions in land use, land use change and forestry (LULUCF)). (Ministry for the Environment and Natural Resources, 2018, p2).

“The preparation and implementation of Iceland’s Climate action plan is done in line with several SDG targets, but mainly: Affordable and clean energy, Sustainable Cities and communities; Climate action and Partnership for the goals.” (Ministry for the Environment and Natural Resources, 2020, p. 15)

Social inclusion

In the report for Iceland’s Implementation of the 2030 agenda for Sustainable Development the following is stated:

“In implementing the SDGs, special care needs to be taken to leave no individual or group behind, such as marginalised groups like persons with disabilities, immigrants and low-income people. Specific actions have been taken in recent years to identify and address the needs of individuals and groups in difficulties

financially and socially.” ...” in all mapping and policy-making for the SDGs, a specific focus needs to be directed at individuals and groups which are or may be at risk of being marginalised.” p. 14

In Iceland there is a welfare watch that monitors the welfare and situation of low-income families, especially single parents and their children, and provides information on the circumstances of those living in extreme poverty. It provides advice to the government and makes suggestions for improvement. One example of a Welfare Watch project aimed at assisting disadvantaged households was the effort to encourage local authorities to minimise the cost to households of compulsory school attendance. Cost outlays of parents and guardians for the purchase of school supplies has varied from one municipality to the next and in some cases was so high that the Welfare Watch doubted that it complied with either the spirit of the UN Convention on the Rights of the Child or the Compulsory Schools Act. After the Welfare Watch had two surveys carried out, in 2017 and 2018, on arrangements for parents' contribution to school supplies in all municipalities in Iceland, more and more municipalities have abolished this contribution. In the 2018-2019 school year, 99% of compulsory school children in Iceland live in municipalities that offer free study materials. Successful schooling is the foundation for good quality of life. A survey conducted by Welfare Watch at the beginning of 2019 showed that around 79% of school administrators believe that the number of requests by parents/guardians for children's leave during the school year has increased over the last few years and 47% believe that the absences negatively affect the children's education. More than 74% of school administrators are of the opinion that parents/guardians are allowed too extensive permission for leave during the school year, and 79% favor the adoption of official criteria such as the number of days that children may be granted leave from school. The survey showed that about 2.2% of children struggle with school avoidance which is attributed, among other things, to mental distress and difficult home conditions. Welfare Watch submitted proposals for action following the survey. (Prime Minister's Office, 2019, p. 25)

Economic development

To ensure that the dynamic economy in Iceland benefits all citizens, it is important that economic growth increase the prosperity of all Icelanders and that it is reflected in fiscal policy: for instance, in the preparation of the government's fiscal strategy and financial planning and agreement between the state and local authorities. The strategy is based on five core values: sustainability, prudence, stability, consistency and transparency. Productivity is a key concept in the government's strategy, as is referred to in the policy of the Science and Technology Policy Council. Emphasis is placed on innovation and increased productivity in all sectors. The government has set a target for investment in research and development of three per cent of GDP by 2024. In Iceland, increased productivity in business and industry has been achieved through diversification, technological advances and innovation. (Prime Minister's Office, 2019, p. 58)

It is safe to say that at national level sustainability is becoming a priority in the fields of environment protection, social inclusion and economic development.

1.2. Sectoral dimensions of sustainability in Iceland

The companies in Iceland that have a real focus on sustainability use international recognised indicators for assessing the sustainability development within their organization and the impact on the ESG (Environmental, Social and Governmental). (Circular, 2020).

Bigger companies and organisations are really taking the sustainability concept and the responsibility more seriously and numerous examples can be identified. In the private sector there are companies that have specialized in services for strategic changes and software solutions manage and monitor sustainability goals and actions.

The SDGs are closely linked to corporate social responsibility and corporate sustainability criteria. They are also related to criteria for investors making responsible and sustainable investment decisions. Several companies in Iceland have begun linking their work to the SDGs. In September 2018, the government's SDG working group initiated a one-year partnership agreement with Festa, Icelandic Centre for Corporate Social Responsibility, for promotional work among corporations on the SDGs. Under the agreement, the working group and Festa work together on an educational programme, including at least four open educational meetings on the SDGs for companies and institutions. In addition, Festa uses its media and events systematically to raise awareness of the SDGs and of how private sector actors can work towards their implementation. The working group has also consulted and collaborated with SA Confederation of Icelandic Enterprise on promoting the SDGs with those enterprises that have adopted or wish to acquaint themselves with the UN Global Compact, which is closely linked to the SDGs. Working group representatives have also been involved in SDG awareness raising through Iceland SIF - Iceland Responsible and Sustainable Investment Forum. (Prime minister's office, 2019, p. 17)

Many civil society organisations, like corporations, have begun to link their work and strategy to the SDGs. Many civil society organisations are maintained by voluntary efforts, which demonstrates the importance of volunteering in implementing SDGs. The National Union for Icelandic Students (LÍS), the largest organisation for students in higher education in Iceland, discussing the SDGs during their national convention earlier this year. In November 2018, the SDG working group initiated a one-year cooperation agreement with Almannaheill, an umbrella organisation for various civil society organisations working for the public good, to promote the SDGs among these organisations. The purpose of the project is to encourage non-governmental organisations in Iceland to integrate the goals into their daily activities. Under the agreement the working group and Almannaheill arrange together educational meetings and provide promotional material, Almannaheill distributes information on its website and monitors its member organisations' awareness of the SDGs in its annual survey. The SDG working group also collaborates with the UN Association in Iceland, which has an observer in the working group and has the role of introducing the SDGs to various parties, including civil society organisations. In cooperation with the working group, the UN Association created a poster on the SDGs and distributed it to all schools and educational institutions in Iceland in the fall of 2018. (Prime minister's office, 2019, p. 17)

Icelandic government has strategically implemented sustainability in action at national level and by doing so supported both private and public sectors as well as civil society. (non profit organisations)

During the last decade or so and increasingly the last 5 years government and all sectors in Iceland have been changing strategies and way of acting within the market and economy to be more sustainable and therefore more desirable for consumers and service receivers.

2. SUSTAINABILITY THROUGH INTRAPRENEURSHIP – GOOD PRACTICES IN ICELAND

Several good practices have been identified in the process of gathering information and researching for this report. Some of them of them need to be explored further in particular in order to see how the Intrapreneurship process was useful in establishing increased or improved sustainability.

2.1. Sustainability supporting initiatives

Festa – Center for Sustainability

Festa is a non-profit organisation with over 120 associated members, which are combined mostly of Iceland's biggest to smallest companies, in addition to public organisations, universities, the City of Reykjavik and a few other municipalities.

Festa is a catalyst for change and a bridge builder between and within the public and private sector and focuses on sustainable development through the SDGs, climate change and corporate social responsibility in its broad sense.

Festa organises 40-60 events a year with a varied group of partners, gives five awards annually for leadership roles in sustainable development, offers the www.climatepulse.is for free to encourage SMEs to measure and reduce their carbon footprint, etc.

Their goal is to support companies and organisations to lead by example, educate and inspire a forward looking and sustainable economy. Festa includes young leaders in their work and messages and supports them as sustainability leaders of the future.

Festa has been a participant in UN Global Compact since 2012.

Festa is a member of CSR Europe, the leading European business network for Corporate Sustainability and Responsibility.

Festa is one of the founders and managing partners in the Nordic Circular Hotspot. (Festa, n.d.)

The main projects at the moment are:

- [Investment for a sustainable recovery](#)
- [The sustainable development goals](#)
- [Climate action](#)
- [Responsible tourism](#)
- [Sustainability toolbox](#)

The impact Festa has on national level is huge and the number of companies, organisations and municipalities that participate is growing.

The agricultural cluster

In the private sector Iceland depends heavily on natural resources and sectors like fishing industry and agriculture are of great importance. Although agriculture is less significant in export and very subsidized. Some specific sustainability initiatives in relation to both sectors are in place. The Agricultural Cluster goal is to promote increased profitability through innovation and professionalism in agriculture in Iceland. With more valuable products, build a profitable industry for the future where quality and sustainability are the guiding principles. (Landbúnaðarklasinn, 2020)

The Agricultural Cluster is promoting cooperation between sectors and other clusters. The effect on sustainability development is reflected within the entrepreneurial initiatives within agriculture, small food producers and the food industry.

The Iceland Ocean Cluster

The Cluster's mission is to create value by connecting together entrepreneurs, businesses and knowledge in the marine industries. To serve this mission they provide a range of services and invest their resources in new marine spin-offs and projects. The main focus of the Ocean Cluster is on entrepreneurship but the effect it has on sustainability within the sector is visible through the spin-offs and projects. For example, they offer seminar through their Ocean Academy which focuses on innovation and start-ups in seafood related industries, how to increase value in various types of fish species, from whitefish to crustacean shells. The seminar provides the student with a strong overview of innovation and opportunities in seafood related industries and sustainable ocean activities. (Sjávarklasinn, n.d.).

The Tourism cluster

The main objective of the Tourism Cluster Initiative is to promote competitiveness and value creation within the Icelandic tourism industry, and to develop a co-operating forum for different stakeholders where the main focus is on linking them together and opening up for interaction between them. (Iceland Tourism Cluster, n.d.).

The Tourism cluster has set a focus on three main projects to meet their goals and objectives.

- Investment in Tourism (for more innovation, better knowledge and quality)
- Responsible Tourism
- Regional development and Networking

The project responsible Tourism reflects best the emphasis on sustainability within the tourism industry in Iceland even though the other two have also important effect on social responsibility and innovation within the sector. The companies that are part of the project responsible Tourism pledge to set goals in relations to environmental protection, safety of guests and good hosting, respect employee's rights and have a good impact on the local community.

2.2. INTRAprenueurship in support of sustainable development – good practices in Iceland

In this section we introduce some success stories on how intrapreneurship was used to boost sustainability within private and public organisations. During the last years bigger companies and organisations are really taking the sustainability concept and the responsibility seriously and numerous examples can be identified. In the private sector there are companies that have specialized in services for strategic changes and software solutions manage and monitor sustainability goals and actions. It is though more difficult to detect direct relationship between intrapreneurial actions and sustainable development within organisations of any kind.

There are several companies in Iceland that are innovating on software solutions and services to aid organisations to become more sustainable and monitor their actions.

The innovation is therefore at some point outside the organisations but by implementing the solutions and use the services provided the organisations are participating in changes and in that process, it is possible to say that the organisations are using intrapreneurship without identifying the process as such.

Two of those companies are Klappir and Circular. Klappir empower, businesses, municipalities, investors and governments to work systematically toward improved sustainability with digital solutions. (Klappir, n.d.) Circular is a sustainability and ESG consulting and service provider. (Circular,

The Municipality of Kópavogur

The municipality of Kópavogur is the second largest municipality in Iceland with a population of 35.000 inhabitants. The municipality takes pride in providing its inhabitants with exceptional services whether that be schools, pre-schools, social services or in other areas such as matters concerning the environment or town planning.

Kópavogur was be the first municipality in Iceland to formally implement the United Nations' Sustainable Development Goals. Kópavogur town's strategy consists of a mission statement, a future vision, values and primary goals that are derived from the United Nations' Sustainable Development Goals. (Kópavogur Municipality , 2020)

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

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

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

Another crucial aspect of Kópavogur's local strategy is its aim to break policy silos, using the SDGs and their targets as a platform to explore synergies between the interconnected goals. This constitutes a new way of working for the municipality, where there is no prior tradition of developing holistic strategies but rather separate visions for each policy sector. Many existing strategies only have subjective goals disconnected from action plans, performance measures or the budget process. In this regard, the Steering Group for implementation of the local strategy encountered resistance for moving away from a sector based planning approach – the existing status quo – towards the strategic model proposed around the priority SDGs. Both the participatory approach and the way the municipality systematically involves all stakeholders at all levels indicates that intrapreneurial methods have been in place. (OECD, 2020)

This case is identified because of its success as the model that was developed is now to be considered for the Icelandic government. Also since the process of involving the citizens and stakeholders can be seen as an interesting intrapreneurial initiative.

Íslandsbanki's workshop with employees towards more sustainability

Íslandsbanki is owned by the government, whose ownership policy states that those involved in operating financial institutions on behalf of the Government shall “aspire to lead in the areas of sound governance, business ethics, and social responsibility.” The policy also states that the Bank shall “set forth a detailed policy for environmental issues, sustainable development, and social responsibility, and publicise it.”

Íslandsbanki's Sustainability Policy aims at making the Bank a model of exemplary operations in the Icelandic business community and a catalyst for positive social action, moving Iceland forward by empowering its customers to succeed. (Íslandsbanki, 2019)

According to the bank's web page, Íslandsbanki's Sustainability Policy aims at making the Bank a model of exemplary operations in the Icelandic business community, based on internationally recognised environmental, social, and governance (ESG) criteria.

Bank intends to initiate broad collaboration on responsible business practices that both contribute to sustainable development in the Icelandic economy and support the Icelandic Government's Climate Action Plan, while also supporting the UN Sustainable Development Goals.

The United Nations (UN) Sustainable Development Goals (SDG) are based on three pillars of sustainable development: economic, social, and environmental. Financial institutions' operations touch on many different aspects of the economy and inevitably affect most of the SDGs. The SDGs function as an integral whole; however, in order to sharpen its focus, Íslandsbanki has chosen to give particular support to four of them: Quality Education; Gender Equality; Industry, innovation, and Infrastructure; and Climate Action.

In a short lecture at Reykjavík University in October 2020 Gunnar S. Magnússon, Íslandsbanki's representative, introduced Íslandsbanki's seven sustainability goals for 2025. In order to set the goals for the bank's Sustainability Policy the governance set up a successful workshop with employees early 2020. (Gunnar S. Magnússon, October 16, 2020). The workshop is an initiative to engage employees in the process of innovative thinking in order to set goals and means to enhance sustainability in action.

This case is considered because of the direct participation of employees through a sustainability workshop.

Snæfellsnes Regional Park

About Snæfellsnes

The Regional Park is located at the Snæfellsnes peninsula, between the fjord of Breiðarfjörður and the Faxaflói Bay. At the far west end of the peninsula, at an end of the mountain range, rises the Snæfellsnes Glacier, 1446m above sea level.

Around 5000 people live in the area that make up the Regional Park which covers five municipalities. The livelihoods of the towns on the northern side of the peninsula is fishing, and currently there are five established seafood companies with international links. On the south side of the peninsula is a traditional agricultural community.

Like many other parts of Iceland, Snæfellsnes has experienced a rapid increase in tourism. While residents welcome the economic activity, it has brought to the area, it has also been a challenge to build up and maintain infrastructure for this rapid increase in visitors.

The Regional park in Snæfellsnes

The Icelandic Regional Park in Snæfellsnes peninsula builds the activities on a regional strategy. Snæfellsnes is placing great emphasis on consulting local stakeholders such as residents, business owners, representatives of different institutions and organisations. This is also reflected in the administrative operation of the Regional Park which aims to be a platform for co-operation for local stakeholders.

This structure chimes well with the ethos of eco-tourism: "Eco-tourism fosters the respect toward the culture and nature, reflects sustainable business practices, and thus creates local socio-economic benefits. Ecotourism also respects and recognizes local cultures, traditions and values". Building on this ethos, the Regional Park has developed tools and methods to respond to the rapid increase in tourism over the years and most recently with fluctuations in numbers and unpredictability due to external circumstances such as economic downturn and the challenges brought about by the Covid-19 virus.

On the administrative level the Regional Park has developed a system to categorise location according to their readiness to receive visitors. This system builds on the ethos of eco-tourism and includes categorising locations according to the quality of service and facilities as well as their cultural or natural connection to the area. Three categories were developed. A category includes locations that fulfil all the criteria, category B are locations that still need to do some work but are ready to receive guests in limited number, while category C, are locations that local businesses keep for themselves. Other locations are kept off the tourist track. This work has given the Regional Park tools to steer the large number of visitors to locations that are ready to receive guests and at the same time provided guidelines for other locations about what needs to happen before becoming category A places. (Svæðisgarður Snæfellsnes, 2020).

The Snæfellsnes regional park has connected their strategy to the SDG through management and actions to be taken to meet long term goals. Sustainability is the heart in every action taken within the regional park.

Even though it is not stated with the word intrapreneurship how the Snæfellsnes regional park uses intrapreneurship systematically it is possible to see how they encourage innovation by talking to a broad group of stakeholders and participate in different international projects that help developing the park and the innovative culture in participating municipalities in Snæfellsnes. One of their aspirations is to use their strategy to build a fertile ground for local entrepreneurs in all sectors.

This case is for consideration because of its uniqueness in Iceland and possibilities on a grander scale.

KeyNatura

KeyNatura's production processes are equally innovative and sustainable. They harness Iceland's geothermal energy and hydroelectric power, as well as its pristine air and water, for cleaner, more efficient production. They help to combat climate change by breaking down carbon dioxide, and the only waste product is oxygen.

Microalgae are an under-utilized source of nutrients, proteins, lipids and fibers coming from the bottom of the food chain. These water-inhabiting organisms are vital for life on earth, producing around half of the oxygen in the atmosphere and helping to break down carbon dioxide. Apart from CO₂, microalgae need only light, micronutrients and water to grow.

Advances in biotechnology, nanotechnology and engineering (chemical and mechanical) have transformed the production environment for microalgae. In the future, they will become a substitute foodstuff for less sustainable resources such as fish and meat. And, whilst they may not yet be the answer to all the challenges of achieving sustainable food, water and biofuels, these tiny plants are poised to provide some highly innovative and high-value solutions. (Keynatura , 2020)

CONCLUDING REMARKS

In Iceland the development of environmental, social and economic sustainability has progressed in many aspects in the last decade or so. The Sustainable Development Goals and the commitment of the Icelandic government towards the implementation has been eminent. The SDGs serve as guiding principles in Iceland's development cooperation, as the government's main goal in development work is to reduce poverty and hunger and to promote general welfare based on gender equality, human rights and sustainable development.

Despite real success in many areas, Iceland still faces a variety of challenges and has a way to go before achieving some of the SDG targets. Iceland's main challenges for each of the 17 goals, are focused on identifying marginalised groups, such as immigrants and persons with disabilities, in

order to leave no groups or individuals behind. Climate change is one of the major challenges in Iceland as well as responsible consumption and production.

Several good practices have been identified here where companies and organisations from all sectors have been implementing sustainability strategy using intrapreneurial focus such as the municipality of Kópavogur, the Snæfellsnes regional park, the company KeyNatura and the Bank Íslandsbanki but still without specifying or using the term Intrapreneurship. It would be necessary to research further to see if and how the methodology of the implementation fits the definition of intrapreneurship. Such research can be done through specifically designed investigations at the enterprises' level and personal, in-depth, interviews with selected members of the Management and a number of employees involved!

SINTRA project's activities include the identification of a number of good practices in all partner countries, in-depth interviews allowing assessment of actual and potential contribution on intrapreneurship and the presentation of such cases.

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