



CLIMAA
Local Green Deals

Local Green Deal working Methodology



This project is co-funded by the European Union's Single Market Programme SMP-2021 under grant agreement No. 101074127. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or EISMEA. Neither the European Union nor the granting authority can be held responsible for them.

Project number	101074127
Project full name	Collaborative Local Impact in Aalborg and Amsterdam
Project acronym	CLIMAA
Deliverable full name	LGD Working Methodology
Deliverable number	D6
Deliverable lead and date	AaM, the 31 st of March 2023
Summary	<p>This document is our Local Green Deal working methodology. The working methodology is a report on our experiences with the process from a-z regarding the work with localising the European Green Deal. It is an assemblage of our approach with examples from our experiences. The document is intended to work as a guideline or an inspirational input to other European cities working with local green deals.</p>
License	 <p>This work is licensed under a Creative Commons Attribution 4.0 International License(CC BY 4.0). See: https://creativecommons.org/licenses/by/4.0/</p>

Table of content

Working methodology	3
1. Building the case	5
2. Team and partnerships	7
3. Design	8
4. Preparation	10
5. Recruitment	12
6. Selection	13
7. Dealmaking	14
8. Finalizing the deal	16
9. Implementation	17
10. Evaluation	19
Appendix	20
Annex 1 - Criteria	20
Annex 2 – LGD Template	22
Annex 3 – Email template	24
Annex 4 – Agenda for first meeting	25
Annex 5 – Gross list of agreement points	26
Annex 6 – Application form Amsterdam	31

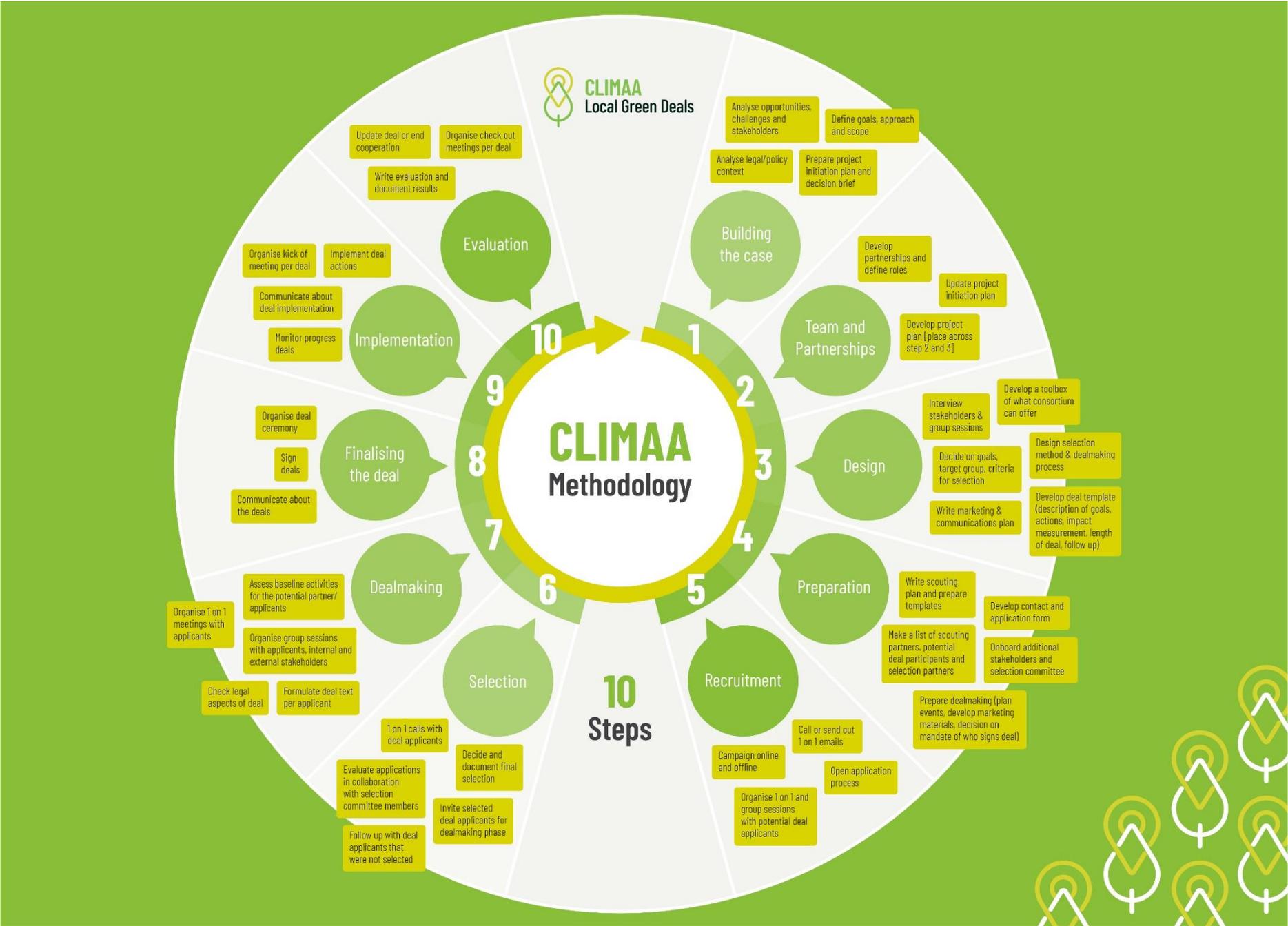
Working methodology

There are many ways of working with Local Green Deals (LGD's). The process and focus may vary, as each local ecosystem has its own characteristics depending on:

- Business ecosystem (what type of business is in the ecosystem? how evolved impact/sustainability minded is the ecosystem?)
- Priorities and ambitions (what policies are in place? what kind of resources are available?)
- Social context (what is the view of the local ecosystem on changes needed? How do we make a just transition?)
- Public private partnerships (is the LGD an approach by multiple actors?)
- Opportunities and challenges (what are the most important topics? Are there any physical or digital barriers or potentials?)

The following description on the methodology for LGD's is based on *Local Green Deal - Blueprint for Actions* with real life experiences from the Danish city Aalborg and the Dutch city Amsterdam. Both LGD's are led by local governments in partnership with local business networks (MKB Amsterdam, the local association for small and medium enterprises (SME's) and NSBD, the local business organisation for sustainable business development in Aalborg). In Amsterdam the scope of activities was broader with so called Impact Deals that included both sustainability and social issues (like on inclusion, inclusive employment or poverty alleviation) where in Aalborg Municipality the focus has primarily been on climate and reducing CO². Amsterdam worked with an open call with a first come first served principle where SMEs were invited to apply and deal making followed a check on knock out criteria. Aalborg liaised 1on1 with prospects directly without an open call or application process. Within this methodology we refer to the deals as Local Green Deals (LGD's) although in the Amsterdam case in particular the scope is broader.

We will explain the methodology in detail so it can be replicated around Europe. We explain the methodology step by step and will go through each of the steps of the following infographic:



CLIMAA LGD methodology LGD Working Methodology

Each step in the process has several underlying actions, that this project has performed and hereby gained experiences through. Our working methodology to this process has been developed in an iterative manner and enhanced over the period. Local business organisations and local SMEs have been included in the process through workshops and ongoing dialogue to qualify and validate the approach taken. The partners of the project have been through the process several times, when we have developed our Local Green Deals (see Deliverable 8 of the CLIMAA project – Implementation of 20 LGDs). This working methodology is prepared as an assembly of best-practices and examples of our approach with reflections on challenges and difficulties we have encountered during the process.

1. Building the case

To reach the ambitions of the European Green Deal and similar green targets on a national and local level, it is vital to mobilize and involve the local citizens and companies. The same is the case with regards to social economy and inclusion challenges. We will not reach our goals if not everyone contributes. Therefore, it is essential that the public organisations can facilitate the process to make a united effort and utilizing synergies where they appear, to get as efficient and just a green and inclusive transition as possible.

Before you can start to work with local green deals, it is essential to integrate the concept in the organisation. A key element is to have the necessary support and acceptance. This can be political support and or internal support from decision makers within the local administration. Thus, the first thing to do is to prepare a project initiation plan and/or a decision brief to get this first acceptance of initiating the work. With the political or internal support and mandate you are ready to kickstart the work. Preparatory steps for the project initiation plan and decision brief are an analysis of opportunities, challenges and stakeholders and an analysis of your legal framework and policy context. The local transition varies due to differences in each local ecosystem. Therefore, it is in this step you need to analyse the local ecosystem with regards to the local characteristics. It is important to understand what leads to the best momentum and the highest impact. To strengthen the mandate for your local green deal work, it is beneficial also to implement the LGD work in local plans and strategies. Of course, this also involves researching and initially securing budgets and resources. One of the key choices you will make in this phase is, if you want to focus on businesses only and if so; what kind of businesses or a broader range of actors like non-profits and bottom-up initiatives would you like to work with.

In the case of the LGD's in Amsterdam & Aalborg “Building the Case” was done within the framework of a European call and had a focus on SME's. Such an international set up can be valuable to broaden your horizon and perspective. More calls are expected in the coming years and could be a potential framework to develop your deals.

*In **Amsterdam Municipality** the Impact Deals are part of the cities agenda to transition the economy to an economy with wellbeing as a core concept. The deals are one of the ways to make this transition concrete and to support SME's in tackling societal challenges in the city and beyond by activities focused on sustainability measures and / or social issues like unemployment of groups with specific needs or disabilities.*

*In **Aalborg Municipality** the LGD work is embedded in the Climate Action Plan. Here it is concretized to engage in climate partnerships with the local citizens and business to reach our target of reducing CO₂-emissions by 70 % in 2030. This equals 1,5 mio. tons of CO₂-e within the industry, the transport, and the agricultural sector to be the largest emitters. Therefore, local actors within these sectors are the focus point of our LGD work.*

Concurrently it is important to analyse the existing work with green transition within your municipality across the administrations and departments. To ensure a united and efficient approach, it is valuable to get an overview and to streamline the existing work that has been done. This includes a review of existing initiatives, plans, strategies, targets, actions etc. and update where relevant if anything is incoherent. There most definitely is work to pick up, align, and build upon.

*In **Aalborg Municipality** we have been working with sustainable business development for the past 10-15 years. Historically, this has been approached through our work with environmental supervision. Our environmental supervisors have had dialogues with the companies they visited about possible sustainable measures and opportunities, e.g., potential energy savings, improved resource use through waste management, possible symbioses, etc. This is the work we build on with our local green deal approach.*

Henceforth, with all this knowledge, you need to determine what exactly you want to achieve and formulate your goals. This will concretize the direction and focus for your work. Where are the biggest challenges and opportunities and what KPIs and targets do you want to achieve in your transition?

Summary of actions:

- 1a) Analyse opportunities, challenges, and stakeholders
- 1b) Analyse legal framework and policy context
- 1c) Define goals, approach, and scope
- 1d) Prepare project initiation plan and decision brief

2. Team and partnerships

It is not a simple task to onboard the local ecosystem in the municipality. There need to be a governance structure and an organisational setup that can manage this effort. Besides the political authorization through the initiation plan, as elaborate in the previous chapter, a dedicated team with suitable competences must be established. To enlarge the capacity and the reach, it is favourable to collaborate with relevant local stakeholders working with the scope of the European Green Deal and other overarching strategies such as the EU's Social Economy Action plan. This can be associations, knowledge institutions, public entities, NGO's, business organisations or other actors a like. Bringing together more resources and induce a united approach will make a more efficient transition. In this process it is important to define clear roles in the partnership. It is important to start somewhere. Perhaps you see a potential in more partnerships and a bigger team, but the question is who do you need to get started? And who could you onboard later in the process for instance after developing the first set of deals?

Together with the team and stakeholders you will update your project initiation plan (two pager) and develop a first project plan that describes the steps to develop LGD's in your local context. Conversations with the team and partnerships will be about who is good at what. Depending on your local context this can be more of a top-down approach where a local government or another actor takes the lead or a more bottom-up approach with similar roles of different actors.

*Aalborg Municipality has a team of 7 people, who among other tasks, make local green deals with local companies. In this process **Aalborg Municipality** has a collaboration with the local business organization, **Network for Sustainable Business Development**, to advance the dialogue and complement the actions with their expertise in sustainable business development and potential matchmaking with other companies.*

***Amsterdam Municipality** started with a core team of two people working for Amsterdam Impact, the impact entrepreneurship program of the City of Amsterdam in collaboration with MKB Amsterdam, the local SME association. Gradually the Amsterdam Impact team started to involve other departments like social affairs (work & income), sustainability / circular economy, waste, cities food strategy and neighborhood professionals of the 8 city districts. Amsterdam Municipality and MKB Amsterdam developed an initial project plan collectively.*

When the organization is set up (including potential collaborating partners), you will update your project initiation plan (two pager) and develop a project plan for the next steps in your deal making. The project plan is a work plan, where the initiative gets a bit more concrete and practical.

Summary of actions:

2a) Develop partnerships and define roles

2b) Update project initiation plan

2c) Develop project plan

3. Design

In the design step you must prepare different kinds of working tools for later use. In the design phase you will reflect on and test your LGD approach and take important decisions for the focus of your local green deal work. Hence, it is important to have made a clear project plan in step 1 (build the case) and in step 2 (team and partnerships), as it influences the content of your working tools.

It can be valuable in this step to interview or have a group session with relevant stakeholders to get their first inputs to the upcoming work and to test assumptions. This will make your tools and your process more qualified and thus validate your envisioned effort.

Here is some of the working tools we have utilized in our approach:

List of criteria

When you lay the ground for LGD partnerships, you must consider which partners you want to make the LGD with having the focus of your local green deal work in mind. It is helpful to develop a list of criteria that a potential partner must meet to be considered for engaging a partnership with. If you choose to work with a selection process and an open call you will have to formulate selection criteria (like number of years a company was established, number of employees etc). One of the choices you can make is to give companies the option of proposing an LGD with other companies. See an example of a list of criteria from Aalborg and Amsterdam in Annex 1. The list of criteria can change depending on strategies, action plans, shifts of focus over time etc.

Toolbox – what can we as a Municipality offer the partners?

Our LGDs are collaboration agreements between the parties. Therefore, it is a good idea to find out what you as a municipality can offer to the collaboration. A very valuable working tool in this regard, is a list of the actions the municipality can offer to the collaboration. It is both valuable in terms of internally knowing what you as a municipality legally can promise, but also because it is good to have a list of inspiration when the agreement is to be made and to attract new partners. To develop the toolbox, you will have to talk to different departments. The number of departments and internal stakeholders is obviously higher the broader the scope you choose. If your consortium of LGD partners is broader, the setup of your toolbox is of course broader as well.

Template for the Local Green Deal

In this step you should make the framework for the LGD. You need to make sure, that the LGD is able to achieve what you have imposed and to consider legal reservations.

Besides this you should at least incorporate:

- A status of the company: where does the company stand now?
- A common target: what goals do you want to achieve?
- Actions for sustainable development: how are you reaching these goals?
- Timeframes: within what period will you take the actions?
- Monitoring plan: how will you measure and monitor the deal?

As an inspiration you can see the template, in Annex 2 that our LGDs are built on.

Selection method and dealmaking process

In the design you will develop your selection method and describe and prepare your dealmaking process. In the selection method you can choose to organise an open call or follow a more 1 on 1 bottom-up approach. Of course, this is dependent on your team and partners and resources available. With an open call you can either choose to follow a first-come-first-served selection method or a qualitative selection where you choose the best fitting deals to the overall goal together with a selection committee.

*The **Municipality of Amsterdam** worked with an open call with a first-come-first-served principle where SMEs were invited to apply and deal making followed after a check on knock-out criteria. The municipality chose to maximise the number of deals for the first pilot at 10 and to work with a reserve list in case one of the first 10 proposals pulled back or didn't qualify during the selection phase. During the designing of the selection method Amsterdam got advice from the legal and procurement department. In the design, Amsterdam chose to work with an online application form (see annex 6) on a webpage of the City of Amsterdam with a back office where the coordinator of the LGD's received a notification of each application. In this setup it was also necessary to describe this process in detail and to describe the role of other departments and or experts within the selection committee. Data management and a privacy statement had to be checked with the privacy coordinator. The application form contained building blocks for the deal. Amsterdam chose to design the dealmaking process in an iterative process with first a 1 on 1 call with each selected applicant and a group setting called Deal Lab with all selected applicants.*

It is also possible to choose a qualitative selection method where you define qualitative criteria and a selection method like a selection committee to choose the best deals. This could include scoring proposals on the highest impact on a 1 to 5 scale or scoring proposals on the number of external partnerships in the deal on a 1 to 5 scale.

Marketing and communication plan

A first design of a marketing and communication plan is important as you will make choices on your approach. What is your target group? How will you reach potential partners or applicants? What channels will you use? And will you organise events to support this or not? In the marketing and communication plan, you will formulate marketing and communication actions and also decide on budgets and roles within your consortium. Even more the marketing and communication creates the narrative around the effort and support the attraction of stakeholders to be a part of the LGD environment. Making the LGD approach a way of establishing a united front of working with the green and social transition, can potentially create a wave and mobilize more stakeholders in the effort.

Summary of actions

- 3a) Interview stakeholders & group sessions
- 3b) Decide on goals, target group, criteria for selection
- 3c) Develop a toolbox of what consortium can offer
- 3d) Develop deal template (description of goals, actions, impact measurement, length of deal, follow up)
- 3e) Design selection method & dealmaking process
- 3f) Write marketing & communications plan

4. Preparation

To onboard relevant local stakeholders, it is valuable to set up a basic scouting approach with your team and partners. Together you will list potential deal partners, which can also contribute to the target group in the marketing and communication plan. Connected to this, you engage relevant stakeholders that are willing to share your LGD call or to promote your effort. Depending on your goals you might want to give specific emphasis to specific groups from a diversity and inclusion perspective. For instance, if less businesses from certain neighbourhoods apply for calls this can require an extra effort. It is important as well that you distinguish potential groups. This could concern applicants from past programmes where you could tackle a wide range of companies more easily. A local government has various departments with various relationships with companies and it is important to maximize this in your scouting and activate relevant intern colleagues. The same might be the case for other partners in your team like a local knowledge institution. In your preparation you will also decide on using a more informal or formal approach. You need to figure out the right strategy to engage the most impact out of your local green deal work. Who is the most important or significant stakeholders, that you want to engage in an LGD? And how do we attract them to do an LGD with us?

There are different aspects to consider:

The internal impact

Primary targets would be stakeholders with a potential to have a significant impact through changes in their own business organisation.

The external impact of the partner

Some stakeholders might have a small impact themselves but can make a significant impact through others. This includes stakeholders with a potential to affect many people through their daily work (e.g., amusement parks, congress centres, networks, news agencies etc.) or it can be contractors or similar entities that can influence other's actions through tenders and likewise mechanisms.

The role of the partner in the local ecosystem

It might be relevant to engage with a stakeholder if they are a significant figure in the local ecosystem even though the impact of the stakeholder itself might be small. This can have value by making an ambassador for the local green deal work.

The relation to the partner

If there has been previous contact or cooperation with the partner the trust has more likely been established so there is a foundation to build on. The resources spend on desk research to find the partner is minor as well.

The complexity of the partner

If the partner is a company who is a part of a larger enterprise, the process can take longer, because there are often more people involved in the decision-making.

When starting the work with LGDs, it can be a beneficial approach to start with stakeholders that you have a good relation to even though the impact of the deal might be less substantial. This is a good way to gain some first-hand experiences in a "safe" environment, but it can also be a way of building a foundation of deals to make it more attractive for stakeholders with larger potential impacts. This of course depends on your LGD set up if this is possible or not.

Templates for recruitment

As tools for recruitment, you can make an one pager explaining your initiative with the LGD's. This can both work as marketing material and as a "speaking guide" for phone calls. It is also beneficial to make an email template explaining about the initiative. See example of the email template from Aalborg Municipality in Annex 3.

Contact and application form

In the contact form you describe a number of questions when you reach out to a potential deal partner. These questions lead your conversation or can be part of an email template. A second tool you will need to prepare is an application form. If you follow an open call approach with a digital application environment this needs to be set up and designed within the possibilities of this digital application environment. It is important to minimise questions and information

gathering to invite as many companies as possible. From a privacy perspective it also makes sense to minimise the information you can gather.

Onboard additional stakeholders including a selection committee

Besides your team and partners, you might need others to develop your LGD's. Depending on the method you have chosen you might have to onboard selection committee members for instance in a group call or 1 on 1 conversations where you explain the LGD approach, explain their role and make sure that they reserve time so that they can play their role within the selection committee. Depending on your setup you might also have to onboard other stakeholders like a marketing communications department and/or a partner to design materials or to set up a webpage.

Prepare dealmaking

For the dealmaking step, it makes a lot of sense to develop a timeline and plan events ahead, so you have secured locations. Marketing materials such as a webpage and/or printed materials and presentations also need to be developed. Internal preparations might be necessary to organise the mandate of who signs the deals. If a mayor or councillor signs the deal you might have to prepare this and involve this in the planning to secure a spot in the agenda.

Summary of actions:

- 4a) Write scouting plan and prepare templates
- 4b) Make a list of scouting partners and potential deal participants selection partners
- 4c) Develop contact and application form
- 4d) Onboard additional stakeholders and selection committee
- 4e) Prepare dealmaking

5. Recruitment

In this step you have to use the scouting plan, the list of potential partners and the list of criteria from 'step 3, Design' to find out which stakeholders you want to get in touch with. It of course all starts with opening the application process on a set date. Through desk research you can get the first impression if a stakeholder potentially fit your criteria. Of course, this can be difficult and will often be finally determined in the Selection phase (step 6) after a dialogue process with the potential partner. Setting up a tracking method where you monitor who you have reached out to and what the status is helps to monitor the recruitment process. In this regard, you also need to track which partner is in touch with whom and organise this whilst taking GDPR into account.

There are different ways of contacting the potential partners, so it is important to reflect on, how you will do this. It can be by emails, by phone calls or 1:1 meetings but also through

(online) events and workshops. Online campaigning is another important way to build momentum. Setting up a content kit that partners can use helps to reach a wider audience.

In the beginning you may have to put a lot of effort in getting in contact with partners. But with a marketing and communication effort, you will eventually be contacted by potential partners who have heard about your initiative of LGD and want to be a part of it.

In Amsterdam Municipality the recruitment was a combination of the above-described actions. LinkedIn has proven to be the most effective tool to reach an audience. Some existing events were also an important way to spread the word about the LGD's. We have learned it makes sense to make a calendar about potential events within the application period. To explain the LGDs in further detail, companies could join online calls. In the recruitment we have learned to test different approaches and learned it is important to know beforehand where to best find the target audience. In Amsterdam we also experienced during the recruitment process that we had to change some criteria along the way. We chose to change some criteria on marketing and communications and in the end extended the deadline to give all SME's enough time to apply.

Summary of actions

- 5a) Call or send out 1on1 emails
- 5b) Open application process
- 5c) Campaign online and offline
- 5d) Organise 1on1 and group sessions with potential deal applicants

6. Selection

When you have contact with a potential partner and maybe have held the first meeting, you need to determine if the partner meets the criteria for engaging in an LGD. Even though you maybe have been in contact with a potential partner because they meet the criteria, a meeting can sometimes show, that it is not the case. If you find out through the first meeting with a potential partner, that the potential impact is not very large, then the partner may not be relevant at this time. Here it is important to have a transparent list of the criteria, so that it is clear to everyone who can do an LGD with you and how you select your partners.

If you follow an open application process, you will start the selection after the deadline for applications. As part of the selection process, you can make 1 on 1 calls with deal applicants to get more information and to present the selection process. Then you will have to schedule calls with all applicants. Depending on your selection process you share and discuss the applications with the selection committee members to come to a joint decision on the selection.

To close the selection step, you inform the applicants that are selected for the deal making step and also the applicants that were not selected. The follow-up with applicants that were not selected is important. When an applicant is not selected, you can as a municipality perhaps add value in another way than through an LGD.

In Amsterdam Municipality the selection process was coordinated by Amsterdam Impact who did an initial check on knock-out criteria like number of employees or if the company has a physical presence in Amsterdam or surrounding municipalities. Depending on the goals and proposed actions of an application, the application was shared with one or more colleagues to collect feedback and to analyse opportunities and possible challenges and also to check if proposed requested support of the Municipality was feasible or not.

Summary of actions

- 6a) 1 on 1 calls with deal applicants
- 6b) Evaluate applications in collaboration with selection committee members
- 6c) Decide and document final selection
- 6d) Invite selected deal applicants for dealmaking phase
- 6e) Follow up with deal applicants that were not selected

7. Dealmaking

The dealmaking step involves 1 on 1 contact with potential partners, applicants, and group activities. The process is iterative and can either start with a group session with all potential partners or applicants together or with a 1 on 1 meeting with each potential partner or applicant. All depends of course on your team and partners. This meeting revolves around what is an LGD, what have both parties done within the given scope, what targets are set, and what potential actions could be relevant from both parties. For inspiration to the agenda for the first meeting see Annex 4. An LDG is a collaborative agreement between the municipality and the partner. This means, that the LDG must contain initiatives from both parties. Thus, it is also in this talk the gross list of the actions the municipality can offer is relevant. Inspiration to this can be found in Annex 5.

After a first round of exchanges, you will propose a deal text together with the SME (or SME's if several). Depending on your process you will have to involve internal and/or external stakeholders and their respective managers or decision makers if they contribute resources within the deal.

*In **Amsterdam Municipality** the dealmaking process consisted of a 1 on 1 call with each participant and a number of relevant departments and sometimes also MKB Amsterdam as extra external expert. In this 1 on 1 call, each applicant was invited to share more about his/ her company and the deal proposed. After this the applicant, the municipality and MKB Amsterdam went through the goals, activities and the support requested from the municipality and rephrased and added where possible or needed. After these 1 on 1 calls, all applicants participated in a Deal Lab where they met different experts from Amsterdam Municipality and talked to each other to get inspiration for their deal. To finalise the deals, the applicant and representatives of the municipality had 1 on 1 follow up conversations via email, phone and online meetings.*

Before signing, it is of course important to check the legal aspects of the deal. For clarifying the legal conditions in your LGD, you have to collaborate with your Legal Department in the municipality. The legal conditions include, among other things, the municipality's responsibility and reservations in the LGD's. When the partners agree on the deal and it is completed, the LDG can be signed.

*An example of the legal section in the LGD's for **Aalborg Municipality** is described below: Upon signing the agreement, [x partner] is admitted as a climate partner in the Climate Alliance Aalborg and both parties undertake to work to support actions specified in the action overview. If, contrary to expectations, this is not possible, the parties commit to a dialogue about this.*

This agreement is not to be regarded as an approval of any future projects or constructions that require approvals/permits according to legislation, including planning or environmental legislation. The full responsibility for future projects, changes or constructions thus lies with [x partner]".

Summary of actions

- 7a) Assess baseline activities for the potential partner/applicants
- 7b) Organise 1on1 meetings with applicants
- 7c) Organise group sessions with applicants, internal and external stakeholders
- 7d) Formulate deal text per applicant
- 7e) Check legal aspects of deal

8. Finalizing the deal

The template for an LGD (Annex 2) is built so it has the character of a declaration of intent. This means that the LGD are not legally binding for the parties but more a commitment of intentions. The deal must be signed by both parties to manifest the united commitment and collaboration. As mentioned in step 4, it is necessary to find out who is signing on behalf of the municipality.

*In **Aalborg Municipality** it is the councilman for Climate and Environment who signs all the deals. When the deal is signed from both parties in **Aalborg Municipality**, we celebrate the new partnership. Two times a year we invite both new and present climate partners, potential climate partners and others of interest to an event where we celebrate new partners. For the first two events we invited the climate councilor to sign the LGD's together with a partner representee. The signing process was a vast part of the event, and we had a big poster where all the new partners put on their logo. The poster was chosen to make sure there was a visible sign of a new partnership, and it was very well received. We also invite an external speaker to give a lecture about a relevant climate subject to set the frame for the event. Finally, we had set time for networking, and a small dinner in unformal settings. The event part will probably develop more in the future when we have more and more climate partners and other guests to the events. The signing process will not be as dominating as it will take too much time. Instead, we are working on other ways to show off our climate partners and the great effort they have made and will do for the climate in the future.*

*In **Amsterdam Municipality** the deals were signed by the managers or directors of the departments involved in the actions also to make sure that people involved had a mandate to perform the support actions described. Finalizing the deals was not organized in an event because this would mean that all of these different managers or directors had to attend. The celebratory moment of the deals was changed to the start of the implementation of the deals. After finalizing the deals an online article was written and online posts were shared to share which deals were signed with whom. All SMEs with a signed deal received a marketing and communication pack.*

Summary of actions

- 8a) Organise deal ceremony
- 8b) Sign deals
- 8c) Communicate about the deals

9. Implementation

The deals have been signed and the actual work is now to start. To initiate the implementation step, it is beneficial to arrange a kick-off meeting with each new deal partner. Depending on the content of the LGD and the dialogue leading up to the dealmaking, it can be useful to make a more detailed work plan for the actions in the LGD. It makes sense to decide who takes the lead in each deal on behalf of the municipality if the municipality is the main partner during the execution of the deals. If a deal consists of actions on various topics like sustainability measures and actions to create jobs for people with a distance to the labour market, you will invite different stakeholders.

Implementation and monitoring of the LGD

Once the deal has been signed, the partner and the municipality must implement the actions written in the LGD. Some of the actions can be more long-term, and some of the actions can easily be implemented. To ensure actual impact a vast part of the municipal responsibility is to monitor the progress. Through our experiences it is important to follow up at least once a year for the more general activities and targets. This needs to be accompanied by continuously check-in meetings. Our local SMEs require from the partnership, that the municipality facilitate the monitoring process to keep the actions on track, to motivate and support the partner in their activities. It differs from each partner how often check-in meetings are necessary, but our rule of thumb is every three months.

Communication and promoting results

Our experience is that it has a huge promotional value for the stakeholders to engage in an LGD. As a part of all the concluded LGD's, in Aalborg and Amsterdam we both promise to promote the partner on different available channels.

In Aalborg the Climate Alliance has its own LinkedIn channel where we can promote whenever we have a new partner. When promoting a new partner in Aalborg Municipality, we often mention a short part of the deal. We also include a quote from the partner saying why they have become a partner and what they can contribute to. We promote relevant news, meetings and networks for our partners, and we hope to inspire other companies to become a climate partner as well. For the last part we also want to illustrate the process with short movies talking about the different steps in making an LGD. So, companies who are not partners yet can get an idea of the process and knowledge about how much effort we expect them to put in making the LGD. It is very important for us not only to talk about the results from the concluded LGDs but also to show the continuous ambitions of the partners and the process behind the individual LGD. Further on we would also like to keep mentioning the partners when they make relevant partnerships and projects with other climate partners and of course when they work with and/or achieve some of the goals according to specific action points mentioned in the LGDs.

Summary of actions

- 9a) Organise kick of meeting per deal
- 9b) Implement deal actions
- 9c) Monitor progress deals
- 9d) Communicate about deal implementation

10. Evaluation

Each LGD has an end date. Close to this end date, you do the final evaluation of the actions in the deal. Connected to this you arrange a “evaluation meeting”. During a check out meeting you discuss with the people involved where you stand with the LGD. Depending on the progress, ambitions and collaboration you can either update the deal with new actions or you can end the partnership.

*The approach in **Aalborg Municipality** is that a deal or partnership will be an ongoing collaboration. There are always new initiatives the partnership can initiate within climate, green transition, or other sustainable matters. The agreement will therefore change continuously and will be monitored differently based on the partners, actions and needs. It is also important to have a feeling with the collaboration continuously and initiate mitigating activities if conflicts or complications appear.*

*In **Amsterdam Municipality** we see the LGD as a very interesting and promising experiment to facilitate the transition in our economy. The approach will be evaluated, and we will decide on next steps over the course of 2023 / 2024.*

Summary of actions

- 10a) Organise evaluation meeting(s) per deal
- 10b) Update deal or end cooperation
- 10c) Write evaluation and document results

Appendix

Annex 1 - Criteria

Example from Aalborg for selecting climate partners:

The Climate Alliance Aalborg is in principle for all actors in Aalborg Municipality. The criteria for becoming a climate partner in the Climate Alliance include:

- Great potential for reductions in scope 1, 2 or 3
- Real possibility of achieving success with climate reductions, either with oneself or through influencing others
- Substantial motivation for wanting to enter a partnership and work purposefully with reducing climate impact
- Great potential for influence in civil society, for example via guests or employees
- Ambassador within his field and or industry
- Significant input to other climate partners that matters for their climate reduction
- Significant influence in its value chain with significance for climate reduction

In practice, it is a balancing of the above criteria in relation to each other that leads to one partner being chosen over another. Of course, with the view that we must move something out in reality and that we are busy.

No climate agreements are expected to be concluded with the municipality's own administrations or municipal institutions. The climate plan's actions in "Municipality as a company" are implemented via the World Goal Strategy's operationalization plan, where, among other things, is the focus on climate as a cross-cutting theme that all administrations must work with.

Example from Amsterdam:

- Company established in Amsterdam and registered at the [Chamber of Commerce](#) or company is established in the close proximity of Amsterdam. In that case we require a plan that describes how you create societal impact in Amsterdam and what kind of support you request of the City of Amsterdam
- Company has at least 5 employees
- Company exists for at least 3 years at the start of the deal in May 2023
- A senior management representative is driver of the deal and will sign the deal
- Companies can unite under a deal with a coordinator. If this is the case companies can add the number of employees together. The minimum number of employees in a deal proposed by more than one SME is 10 employees.
- Proposed deal is clear and explained with argumentation. For the realisation of the deal others are needed.
- Deal activities take place within a time frame of half a year until maximum one year.

- Proposed deal is not contrary to local and national laws & regulations
- Proposed deal aligns with policies of the Municipality of Amsterdam
- Proposed activities do not conflict with procurement schemes and are not subsidized by the Municipality of Amsterdam

Annex 2 – LGD Template

Local Green Deal between [partner] and [City/Municipality]

Description of ambition and context

This section is for setting the scene, starting with a general introduction about the overall scope of the deal partners and more information about the context.

In Aalborg Municipality the main agenda is to reduce CO₂-emissions. Therefore, this section regards national and local climate policies and targets.

In Amsterdam Municipality the main agenda is to support the transition of the City's economy to an economy with wellbeing at its core. This focus is on multiple value creation and sustainable and social issues. Therefore, this section is broader with local and national policies and targets in play around CO₂-emissions, circular economy and inclusion and inequality with topics like social economy and inclusive employment.

Current state of affairs

This section is for describing the partner and its main professions. It can contain the baseline for the partner regarding the topic of the Local Green Deal; what is the partners current sustainable impact, what have been done so far, and what are the partners strategy and targets within the given topic.

Commitment

This section is to describe the level of commitment and an alignment of expectations for the collaboration. This could include monitoring, responsibilities, deadlines, renewal of the deal, communication etc.

Reservations

This section is for administrating any jurisdictions or legal aspects regarding the collaboration.

[location] the [day] of [month] [year]

[Name Partner Signatory]

[Name Function]

[Name Partner Organisation]

[Name Signatory Municipality/City]

[Name Function]

[Name Municipality/City]

Specific agreements

This section is to state the concrete actions and targets that both parties commit themselves to. It is important to make clear formulations of actions with specific targets and deadlines.

Targets and actions can also be divided in multiple targets.

[Partner((s), if several)] commits to work for the following targets and to implement the following initiatives before [deadline]

- ...
- *Example: CO₂ reduction of [X] from [Y] to [Z] by [year/month]*

- *Example: Innovating waste separation by doing a pilot in partnership with [company]*
- *Example: become a more inclusive employer by employing [X] jobseekers with a distance to the labor market*
- *Example: contribute to talent and education in [location] by doing company presentations on 2 schools*

The [Municipality/City] commits to support [partner] in its actions to reach their targets by the following actions:

- ...
- *Example: [City/Municipality] and [partner] explore the possibilities within the cities permits and the relevant authority to implement heat pumps and measures [Y] and [Z] to reduce CO₂ emissions*
- *Example: [City/Municipality] and [partner] develop a local campaign with community groups to prevent garbage dumping in company waste in area Y*
- *Example: [City/Municipality] will support [partner] with contacts and network in [partner's] financing needs to achieve goal 1 (including funds with a connection to [organization/City/Municipality])*

The impact is measured in the following way:

Target 1: ...

Example: Target 2: CO₂ tons reduction

Example: Target 3: Waste separation level before and after

Broader scope and added value of the actions

This section can be seen as a free space for the partnership to utilize as best found. Actions often have a certain focus on a given topic e.g., reducing CO₂-emissions, enhancing efficiency, bringing more people in jobs etc. But often the actions have a larger impact than just so. This can be either a broader positive impact or a negative impact. Sometimes an action can have a positive impact on one topic but a negative impact on another. Therefore, we have experienced it to be valuable to include this section to see the broader picture of the actions. Thusly, this can enable us to do mitigating actions or to credit the added values and synergies to other sustainable agendas. This section can also work as a room for the municipality and/or the partner to put focus on other agendas.

In Aalborg Municipality this section is used to focus on the municipal Strategy for Sustainable Development Goals. See example below:

How do the actions comply to the four focus areas in the Strategy for Sustainable Development Goals:

Biodiversity (insert impact and (mitigating) actions)

Inequality (insert impact and (mitigating) actions)

Resources (insert impact and (mitigating) actions)

Climate (insert impact and (mitigating) actions)

In Amsterdam Municipality the deal is open to all societal challenges. If a company's ambition is broader, then the deal is broader. Within the process of developing the deal, companies are invited and challenged to approach their goals and actions in a holistic way.

Annex 3 – Email template

Example from Aalborg:

Dear [x partner]

We would really like to dialogue with you regarding a possible climate partnership with the Climate Alliance Aalborg, Aalborg Municipality.

In Aalborg's Climate Alliance, we work with entering - and following up on - mutually binding climate partnership agreements within industry, agriculture and citizen-oriented institutions and organizations in Aalborg Municipality.

In this connection, we see you as a relevant partner and we would like to invite you to a meeting where we, among other things, can discuss the following:

1. Presentation of the Climate Alliance
2. Presentation of your company
3. Discussion of what is needed for you to enter into a climate partnership agreement with Aalborg Municipality
4. Discussion of what a possible Climate Partnership Agreement might look like
5. What happens after this meeting?

If you have any questions about the above, you are very welcome to write or call us. We look forward to hearing from you.

Sincerely
[municipality or city]

Annex 4 – Agenda for first meeting

Example from Aalborg:

Agenda for first meeting with potential partner:

- Presentation of the Local Green Deal initiative
- Presentation of partner - Why are you interested in making an LGD?
- Discussion of what is needed for the partner to make an LGD with the Municipality
- Discussion of what a possible LGD between the [x partner] and [x municipality or city] could look like - What would the partner like from [x municipality or city]?
- What happens after this meeting?

Annex 5 – Gross list of agreement points

Example from Aalborg:

For [x partner] the actions can be:

Strategy, climate targets and action plans

For example:

- " Set a local target for CO₂e reductions over a number of years for the Aalborg branch, including:
 - Before the end of 2023, have an overview of the most significant climate impacts for the Aalborg branch
 - Based on the above, create a plan for how the CO₂e reductions are achieved"
- "Completion of the strategy for sustainability in the company before the end of 2023 - including setting targets over a number of years - also in the form of CO₂ reductions
 - The company undertakes to - before the end of 2023 - present a plan for how this goal will be achieved and what CO₂ reductions it will produce annually until 2030"
- "Elaborate and publish action plans and targets for reducing the CO₂ footprint on investments and lending no later than Q2, 2023"
- " The company undertakes to significantly contribute to the company's overall goal of a 63% reduction of greenhouse gases for scope 1 and 2 2015-2030 and joining the Science Based Target initiative with the 1.5 °C goal.
- The company undertakes to - before the end of 2023 - present a plan for how this objective will be achieved and what CO₂ reductions it will produce annually until 2030"

Technical installations

For example:

- "Clarify whether the establishment of solar cells on the roofs of the operational buildings and/or on fields is possible for the production of green energy"
- "Allocating excess heat to the district heating network - currently corresponding to a total reduction in emissions of greenhouse gases of 23,566 tonnes CO₂-eq in the years 2021-2040"
- "Establish solar cells on the roofs so that you can become self-sufficient in electricity"
- "Establish larger plants in the group that reduce the emission of greenhouse gases - in the first step work for the establishment of a pyrolysis plant, which results in an annual reduction of the emission of greenhouse gases of 2,000 tonnes of CO₂-eq in direct carbon storage"

- "In collaboration with Aalborg Municipality and Aalborg Supply A/S uncover opportunities for electrifying the boilers and thus phasing out natural gas"
- "Working with the establishment of a concrete wind turbine project. The project includes dismantling older turbines and replacing them with new, modern, efficient turbines. There are currently 7 wind turbines in the area, which are to be replaced with 5-6 new, larger wind turbines, with much greater production of renewable energy. The company is doing the project in collaboration with the local energy company. The company has extensive experience in implementing wind turbine projects. The wind turbines for the production of electricity result in an annual reduction of 18,300 tonnes of CO₂eq. This is a displacement of fossil energy"

Climate accounts

For example:

- "The company commits to - before the end of 2023 - having prepared a climate report"
- "Climate accounting is prepared according to the principles and tools of the Greenhouse Gas (GHG) protocol. It is ensured that the climate accounting is prepared so that it meets the Art's expectations regarding data for scope 1 and 2"
- " Make calculations on the CO₂e load when using the company's electrical machines
 - Including low calculations of the savings when using electric machines rather than diesel-powered machines"
- "Annually preparing and publishing climate accounts in continuation of the bank's annual accounts"
- "Develop and improve the data bases, which measure direct and indirect emissions by e.g. to influence suppliers to submit CO₂ accounting"

Influence customers and suppliers

For example:

- "Influence its customers and suppliers in a more sustainable direction via advice to customers and set climate and environmental requirements for suppliers"
- "Incorporate sustainability into customer advice in a way that supports and encourages both private and business customers in the green transition that they are facing"
- "Influence customers in a more sustainable direction via advice and inspiration"

Optimizations in operation

For example:

- "Climate optimize your internal processes, for example by introducing more home working days"
- "Climate optimize your internal processes, for example by:
 - map energy consumption on construction sites and through measures, such as testing technology, to optimize operations

- optimize waste minimization and sorting on construction sites, warehouses and offices, etc. to constantly reduce the amount of waste for landfill and incineration
- offer a fossil-free/fossil-minimized construction site and map the CO2 reduction thereby, as well as set a time frame for the initiative's introduction"
- "Continuously reducing the climate impact from catering, including:
 - Minimize the use of beef and instead use meat with a lower climate footprint
 - Establish common waste sorting and continuously seek to expand the sorting categories
 - Use food grinders that convert food waste into biomass, which is later converted into biogas
 - Design the restaurant areas more resource-friendly, i.a. with upcycled furniture and dried flowers"
- "Optimize internal processes and resource consumption in relation to sustainability in order to minimize own climate impact, including:
 - Initiate measures with a focus on achieving full CO2 neutrality on scope 1 and 2 without the use of compensation
 - Implement waste sorting and recycle waste where possible.
 - Replace light sources with LED and automate switching off processes
 - Minimize the number of prints and printed matter
 - Send all paper for shredding and recycling"

Climate behaviour

For example:

- "Hold internal meeting on climate habits with help from Aalborg Municipality"
- "Development of courses, debate meetings and events that convey and involve participants in actively taking part in climate action"
- "Promote sustainable education in teams where there is not necessarily a focus on climate and environment"
- "Develop and hold events that promote sustainable education in collaboration with Aalborg Municipality, according to the principle; FOKUS finances premises and contributes with marketing, "Climate and environment" finances content"

Knowledge exchange and networking with, for example, other climate partners with similar challenges

For example:

- "Contribute to - and sometimes lead and facilitate networks and knowledge sharing about green transition"
- "Contribute to networking and knowledge sharing, i.a. on the platforms and forums that Aalborg Municipality makes available"
- "Participate in - and sometimes lead - network groups"

From [x municipality] the actions can be:

Competence building

For example:

- "Ensure access to competence building and knowledge via initiatives under the auspices of the Climate Alliance Aalborg"

Visibility

For example:

- "Make [**company name**]'s climate results visible on relevant platforms"
- "Presenting climate results on relevant platforms"

Dialogue process with internal actors in Aalborg Municipality who can support the climate partners (e.g. construction, contracting unit, purchasing function etc.)

For example:

- "Facilitate dialogue meetings between players in the construction industry and the building authority to increase the common framework of understanding and the common level of ambition"
- "Facilitating a dialogue around the use of green transport with a view to converting transport services for the municipality to green transport"
- "Demand for fossil-minimized operation of construction sites in connection with the municipality's tender for construction"

Knowledge exchange and networking

For example:

- "Hold networking events across industries to find inspiration and new business partners"

Contribute to the formation of consortia and to the funding of project initiatives

For example:

- "Contribute to the formation of consortia in future applications for external financing of larger facilities that lead to climate reductions"
- "Give a commitment to support applications for external funding to establish future project applications"
- "Preparing a statement of support for a fund application for the development of a concept for sustainable agricultural construction and a new model for consulting for climate-friendly agricultural construction"
- "Provide guidance within climate and sustainability, including help to search for fund opportunities"
- "Provide guidance within climate and sustainability, including help to search for funding opportunities and participate in the development of new initiatives that promote sustainable behavior"

Support the process of disposal of surplus heat

For example:

- "Support the uncovering of possibilities and relevance for allocating excess heat to the district heating network"
- "Support for the sale of excess heat to the district heating network"

Bring up legislative barriers nationally

For example:

- "Support dialogue with central agencies and decision-makers about inappropriate barriers in national legislation - including implemented EU legislation - which act as obstacles to climate reductions and circular economy"

Support official processing where climate measures require this

For example:

- "Support the authority's processing of applications for the establishment of facilities that lead to climate reductions"

Support climate behavior of the company's employees

For example:

- "Development of courses and campaigns with the aim of changing the behavior of employees and residents/participants/collaborators"

Sparring and guidance

For example:

- "Savings regarding green purchases"

Annex 6 – Application form Amsterdam

Impact Deal

Company - basic administrative details:

(if you act as a coordinator on behalf of several companies please add their details in the next paragraph)

Name enterprise	
Chamber of Commerce number	
Name applicant	
Phone number	
Email	
Legal representative (name and function)	
Date established (enterprise exists for at least 3 years)	
Number of employees (FTE)	
City district (in which district is your enterprise located?)	<ul style="list-style-type: none"> • Centrum • Nieuw West • Noord • Oost • West • Zuid • Zuidoost • Weesp
Website / social media	

Other involved companies

Impact Deal on behalf of several companies	Yes/ No
--	---------

Involved companies (please share per company if possible also): <ul style="list-style-type: none"> • Company name • Date established • Number of FTE • City district • Website • Legal representative (name and function) 	
Are involved companies united under a collective / association?	Yes/No
If yes, name foundation / association	

Company

information

Short description company / companies	
---------------------------------------	--

Impact Deal

In which fields do you intend to tackle societal challenges?	<ul style="list-style-type: none"> • Social Impact • Sustainable Impact
Societal goal and ambition: (If you have multiple goals please number them. Formulate your goal(s) / ambition(s) as concrete as possible) (specific and with clear time span)	I/ we aim to reach the following societal impact in the period from [date] to [date] Example 1. Realise inclusive employment and to grow the percentage of people with a distance to the labour market/support needs with a percentage and from X employees to Y)
What is the current situation on the societal challenge(s) within your company?	
Activities to reach goals (if you have several goals describe activities per goal)	

How will you measure how you have reached your goal?	Example. Number of sustainable placements of people with a distance to the labor market (longer than 6 months on a contract)
Support needs / questions from the Municipality of Amsterdam (per goal / activity)	For example <ul style="list-style-type: none"> • 1 contact person at the Jobs and Employment service centre • Jobcoaching
Support needs from other actors (the City of Amsterdam will see how she can support within the deal as well)	Example Contact with education providers
Motivation to apply for an Impact Deal	
If I am selected I confirm that I commit to the Impact Deals project and the time investment (1 day for finalising the deal (23rd of March - afternoon) and time for the execution of the impact deal from May 2023)	
I have taken note of the privacy declaration and I agree to the use of my data within the framework of the project	
How did you hear about the Impact Deals?	
Who else would you recommend to approach about the Impact Deals project?	

