

# EUROPEAN PUBLIC SECTOR AWARD 2021

## Building a Better Europe for Citizens

The European Public Sector  
Award and Green Public  
Administration: Challenges  
and Opportunities for  
implementing the Green Deal



Christoph Klika





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## EPSA 2021 PUBLICATIONS

General Report

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The European Public Sector Award and Green Public Administration: Challenges and Opportunities for Implementing the Green Deal

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EPSA 2021 is supported by  
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EPSA 2021 is supported by the European Commission, Directorate-General for Structural Reform Support (DG REFORM), through the Technical Support Instrument (TSI). The views expressed in this publication are those of the author and not necessarily those of EIPA. This EPSA Paper may not be reproduced in any form without the prior permission of the author.  
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# GREEN PUBLIC ADMINISTRATION: POLICY CONTEXT AND EPSA 2021 EDITION

Christoph Klika

The eighth edition of the European Public Sector Award takes place in exceptional circumstances. Early in 2020, Europe was hit by the Covid-19 pandemic and since then, EU institutions and Member States have been grappling with the political, economic and social effects. Responding to the challenge of a cross-border public health crisis and recovering from the economic consequences has moved to the centre of attention for policymakers and citizens.

While Covid-19 has produced exceptional circumstances, it is nevertheless important to remember that societies are faced with continuing challenges which will outlast the current crisis. To address climate change the excessive use of natural resources, the loss of biodiversity, social justice, equality and equal opportunities in the digital age – to name but a few issues – are continuing challenges for policymakers in the EU and in the Member States at all levels of government. These challenges are reflected in the current priorities of the EU and the three categories of EPSA 2021: Green, Digital and Innovative Public Administration.

The green category of EPSA 2021 links to the European Green Deal.<sup>1</sup> The Green Deal is an overarching policy agenda related to several policy areas: climate change, energy, industrial policy and circular economy, construction, pollution, biodiversity, agriculture and transport. In relation to climate change, the EU aims to become the world's first climate-neutral region. The reduction of emissions is closely linked to several actions in the context of energy policy.

As regards environmental protection, the Green Deal includes several strategies related to biodiversity, pollution, circular economy and waste

management. The so-called Farm to Fork strategy requires overhauling the EU's agricultural policy. By transitioning to sustainable food production, the strategy aims to contribute to objectives and targets related to environmental protection, climate change and sustainability more generally.

In addition to legislative proposals in various policy areas, the Green Deal has an important financial dimension.<sup>2</sup> To finance the transition to a green and sustainable economy, around 30% of the EU's multiannual financial framework and the NextGenerationEU funding instrument have been allocated for green investments. There is a strong connection between the Green Deal and the Recovery and Resilience Facility. To receive funding, Member States must devote substantial investments to achieve climate objectives.<sup>3</sup> Moreover, various funding instruments in the EU's cohesion policy entail similar requirements. The Just Transition Mechanism aims to alleviate the socio-economic impact of the transition in the most affected regions.

In total, 19 projects on green public administration were submitted for EPSA 2021 (out of 126). In addition to the winners, seven Good Practice Certificates were awarded. These projects highlight the creativity of public administrations at European and national level in addressing the challenges related to the green transformation.

In this report, I discuss the challenges of implementing the European Green Deal based on the applications of the EPSA 2021 green category. Drawing on the conceptual framework of multilevel governance, the discussion identifies political and administrative challenges to derive recommendations for additional collaboration of policymakers, stakeholders and scholars.

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<sup>1</sup> See [https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en)

<sup>2</sup> See [https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal/finance-and-green-deal\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal/finance-and-green-deal_en)

<sup>3</sup> See [https://ec.europa.eu/info/business-economy-euro/recovery-coronavirus/recovery-and-resilience-facility\\_en](https://ec.europa.eu/info/business-economy-euro/recovery-coronavirus/recovery-and-resilience-facility_en)

# THE EUROPEAN PUBLIC SECTOR AWARD AND GREEN PUBLIC ADMINISTRATION:

## Challenges and Opportunities for Implementing the Green Deal

Christoph Klika

### 1. Introduction

In December 2019, the European Commission released the communication on the European Green Deal.<sup>4</sup> The communication 'resets the Commission's commitment to tackling climate and environmental-related challenges'. In the annex of the communication, the Commission included a road map with key actions for implementing the Green Deal in several policy areas. Accordingly, for each policy area, several strategies, action plans and legislative proposals have been adopted since the release of the Green Deal communication.

In relation to climate change, the main objective is to reduce net greenhouse gas emissions by 55% by 2030, and to achieve climate neutrality by 2050. In July 2021, the European Commission adopted a set of proposals to this effect (the so-called 'Fit for 55' package). In national energy and climate plans, the Member States have to lay down measures on emissions reduction and energy, as well as research and innovation to meet the 2030 energy and climate targets.

The importance of regions and cities to put the ambitions of the Green Deal into effect have long been recognised by policymakers, stakeholders and scholars. In the Green Deal communication, the Commission pledged to 'empower regional and local communities'. In 2020, the EU's Committee of the Regions (CoR) launched the Green Deal Going Local

initiative. The initiative aims to ensure that regions and cities are involved in the implementation of the Green Deal. The Commission pledge and the CoR initiative builds up on existing initiatives, most notably the Covenant of Mayors, which was launched in 2008 to support the EU's climate and energy targets.

Public administrations at the European, national, regional, and local levels are key drivers of the transition to a sustainable economy. This is particularly true in context of climate policy where leading cities have been drivers of climate action,<sup>5</sup> but also beyond that in relation to sustainable policy making more generally.<sup>6</sup>

In this report on green public administration as part of EPSA 2021, I reflect on the challenges and opportunities for implementing the Green Deal. The report proceeds as follows. Following the introduction, I introduce multilevel governance as a conceptual framework. In this report, multilevel governance is understood as polycentric network governance, which entails vertical and horizontal dimensions. Thereafter, I present an overview of applications to the EPSA 2021 Green category. Based on these examples, I discuss opportunities for regional and local actors as well as challenges and constraints. In the conclusions, the main points will be summarised. The paper concludes with a call for research and collaboration among policymakers, practitioners and academics to strengthen the knowledge base of green action in the Member States.

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<sup>4</sup> European Commission (2019). Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions, The European Green Deal, Brussels, 11.12.2019, COM/2019/640 final.

<https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1588580774040&uri=CELEX%3A52019DC0640>

<sup>5</sup> Kern, K. (2019). Cities as leaders in EU multilevel climate governance: embedded upscaling of local experiments in Europe. *Environmental Politics*, 28(1), pp. 125-145.

<https://doi.org/10.1080/09644016.2019.1521979>

<sup>6</sup> Szymalski, W., Kassenberg, A. and Stainforth, T. (2021) *Implementing the European Green Deal at local level: Lessons on the role of cities in Poland in planning climate policy: Mitigation, Adaptation, and Just Transition*.

## 2. Conceptual Framework

The concept of multilevel governance is often used to describe rule setting and decision-making in the EU and elsewhere. The term governance indicates that rule setting is not the sole prerogative of government. Instead, decision-making involves multiple governmental and non-governmental actors, public entities, businesses, stakeholders, NGOs and experts. The concept entails a vertical dimension and a horizontal dimension.

The vertical dimension refers to multiple levels of governance, from the international and European level to the national level of the Member States including regional and local levels, depending on the national political system. These levels can be seen as being connected in both directions. Decisions made at the EU level have to be implemented at the lower level (download) whereas lower levels provide input to decision-making at the higher level (upload).

In relation to the European Green Deal, the Sustainable Development Goals (SDGs) and the Paris Agreement are two prominent examples demonstrating the connection of levels in the vertical dimension. The SDGs, adopted in 2015 by the UN General Assembly, are a collection of 17 interlinked social and environmental objectives to be achieved by 2030. The Paris Agreement, signed in 2015 under the United Nations Framework Convention on Climate Change (UNFCCC), is a legally binding international treaty that commits signatories to limit global warming and to reduce greenhouse gas emissions. The influence of both commitments on the Green Deal as a policy priority cannot be overstated.

In recent years, the SDGs have become the overarching framework for policymaking in the EU, most notably as part of the Green Deal, but also regarding other priorities (e.g. digitisation or economic and social policy).<sup>7</sup> There are numerous references to the SDGs in various EU legislative acts related to climate change, energy, environmental protection or agriculture. Moreover, the SDGs are being integrated with non-

legislative instruments of policymaking as well, e.g. in the financial framework of the EU, coordination along the European Semester or external action.

To implement the commitments of the Paris Agreement, the EU climate law was adopted in June 2021. The main objective is to reduce net greenhouse gas emissions by 55% by 2030, and to achieve climate neutrality by 2050. In July 2021, the European Commission adopted a set of proposals to this effect (the so-called 'Fit for 55' package). The climate law includes provisions on the assessment of national energy and climate plans. In the national plans, the Member States have to include concrete measures and actions related to emissions reduction and energy policy to achieve the objective of climate neutrality as laid down in the climate law.<sup>8</sup>

In this way, international commitments feed into policymaking and are transformed into legally binding obligations for the Member States. In case legislative acts are adopted in the form of directives, these acts have to be transposed into national law whereas regulations, like the climate law, are directly applicable in the Member States. The legal commitments are being reinforced by national strategies and plans, which are based on public consultation in the Member States, and which are subject to assessment at the EU level.

The horizontal dimension of multilevel governance refers to cooperation across Member States at all levels and throughout all stages of policymaking. There are numerous networks and groups comprising national administrations, stakeholders and experts, which provide advice for policy formulation and facilitate implementation. In terms of policy formulation, the European Committee of the Regions (CoR) gives opinions on the Commission's proposals to provide for the input of regions and municipalities in the legislative process. Moreover, the CoR has set up networks to enable the exchange of information and good practices by regions/municipalities to facilitate implementation.

In the policy areas relevant for the Green Deal, several networks of regional and local authorities have been

Think2030 policy paper by the Institute for Sustainable Development and the Institute for European Environmental Policy. <https://think2030.eu/wp-content/uploads/2021/02/Implementing-the-European-Green-Deal-at-local-level-WEB.pdf>

<sup>7</sup> See [https://ec.europa.eu/info/strategy/international-strategies/sustainable-development-goals\\_en](https://ec.europa.eu/info/strategy/international-strategies/sustainable-development-goals_en)

<sup>8</sup> See Maris, G. and Flouros, F. (2021). The Green Deal, National Energy and Climate Plans in Europe: Member States' Compliance and Strategies. *Administrative Sciences*, 11, 75.

<https://doi.org/10.3390/admsci11030075>

The article provides an overview of the process as well as the significant variation in content of the national plans.



formed in recent years. The Climate Alliance, formed in 1990 with a network of almost 2,000 members, focuses on climate change mitigation and adaptation. In the same year, the global network ICLEI – Local Governments for Sustainability was founded. The ICLEI is comprised of more than 2,500 governments from over 125 countries. The C40 Cities, founded in 2005 and focused on climate action, is a network of mayors from almost 100 cities.<sup>9</sup>

In relation to the European Green Deal, the most relevant network is the Covenant of Mayors for Climate and Energy. The Covenant was formed by the Commission and the CoR in 2008 to support cities to reach EU climate mitigation and adaptation targets. In 2015 and 2016, the Covenant was merged with similar activities to reinforce the connection between energy policy and climate action. Today, the Covenant comprises more than 9,000 regional and local authorities from almost 60 countries.<sup>10</sup> The Covenant is based on voluntary commitments of signatories to reach climate targets by reducing emissions and by focusing on renewable energy and energy

efficiency. In the communication on the Green Deal, the Commission refers to the Covenant as a 'central force', and it promises to 'work with it to continue to provide assistance to cities and regions that want to commit to ambitious pledges on climate and energy policies. It will remain an essential platform to share good practices on how to implement change locally'. Hence, the Commission and the CoR are involved in the organisation and funding of the Covenant as well as the monitoring of signatories' action plans and reports.

As regards policy implementation, different challenges for the vertical and horizontal dimension can be identified. The main challenge for the vertical dimension is compliance at the national level with legally binding rules adopted at EU level.<sup>11</sup> The main challenge for the vertical dimension is to facilitate cooperation and to enable mutual learning based on exchange of information and good practice. In the absence of legally binding rules, or complementary to such rules, learning is one of the key conditions for effective implementation and thus policy change.

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<sup>9</sup> For changes in terms of numbers and composition of some of these networks over time, see Kern (fn 5).

<sup>10</sup> In terms of membership from EU Member States, it is interesting to note that municipalities from Southern Europe, notably Italy and Spain, are well-represented, whereas municipalities from continental Western Europe, notably Germany, are under-represented (part of the explanation for this discrepancy is that Germany runs programmes for municipalities with similar instruments of funding and capacity building).

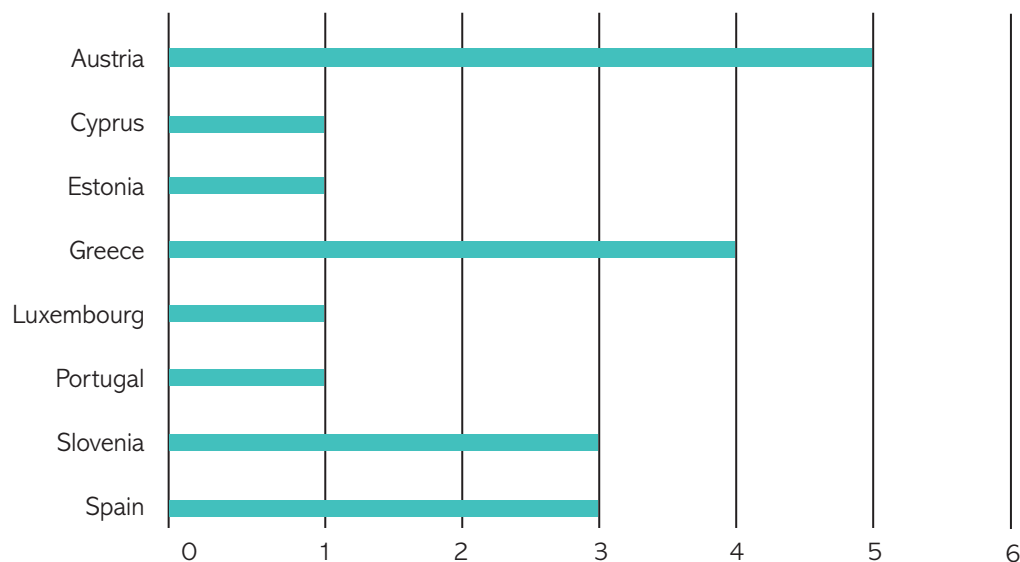
<sup>11</sup> There is extensive literature on non-compliance. For a recent contribution on environmental policy implementation adopting a multilevel governance perspective see Heidtmann and Selck (2021). Local level failure? Noncompliance of EU environmental policy within EU multi-level governance, *Regional & Federal Studies*, Published online: 04 Nov 2021. <https://doi.org/10.1080/13597566.2021.1998006>

### 3. Discussion: Challenges and Opportunities for Implementing the Green Deal

In this section, I present an overview of applications to the EPSA 2021 Green category to discuss opportunities and challenges for regional and local actors.<sup>12</sup> In total, 19 projects were submitted to the Green category (out of 126) by applicants from eight countries (see Table 1). An overview of these projects with a brief description can be found in the annex of this report.

In terms of policy areas, the majority of projects relate to climate and energy policy (42%) as well as natural resources (26%), which includes a broad range of issues related to environmental protection, sustainability and circular economy (see Table 2).<sup>13</sup> The distribution in terms of policy areas highlight the importance of climate and energy policy as part of the Green Deal, and it reflects the focal areas of regional/local networks which are focused primarily on climate change adaptation and mitigation as well as sustainability. One application explicitly cited the Covenant of Mayors for Climate and Energy as a reference for the project with a view to achieving EU climate and energy targets. The municipality designed the project based on a sustainable energy action plan.

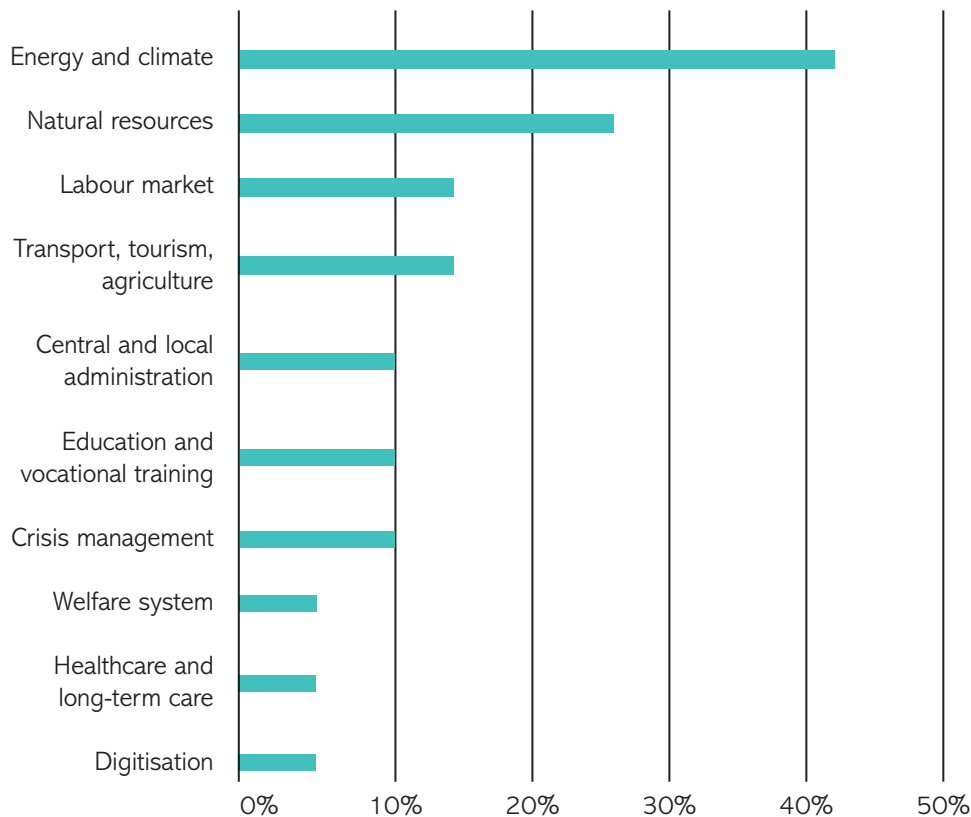
**Table 1 Applications by country**



<sup>12</sup> Note that this overview focuses specifically on the projects being nominated for awards and projects that have received Good Practice Certificates.

<sup>13</sup> Note that projects might relate to more than one policy area. Therefore, the percentages given in Table 2 exceed 100%.

### Sectors covered by green applications



The applications to the EPSA 2021 Green category corroborate the results of academic research which finds that the number of local climate strategies has increased significantly in recent years.<sup>14</sup> The main trigger for this increase is EU policies and/or national commitments.

Three projects in the Green category were designed and implemented in the framework of EU support instruments. Two projects were in the framework of the European Regional Development Fund (one through the Urban Innovative Actions initiative and one through Interreg). One project was in the framework of the Structural Reform Support Programme (2017–2020), which is the predecessor of the Technical Support Instrument. The ratio of projects designed and implemented with EU support is comparable to the Digital and Innovative categories.

Nevertheless, the relatively low number of EU supported EPSA applications (17 out of 126) might be indicative of general problems for regional/local authorities to access funding instruments.<sup>15</sup> As the CoR report highlights, regional/local authorities have little input into the programming of most funding instruments. These are dominated by European and national bodies, with the result that national priorities are often not aligned with regional/local needs and capacities. This assumption will have to be verified with additional research, but it points to several challenges for effective implementation, which can be subsumed under two general categories: political and administrative challenges.

These challenges have seen against the backdrop of a diverse landscape of regional/local action as the political priorities and capacities of municipalities

<sup>14</sup> See Aguiar et al. (2018). Adaptation to climate change at local level in Europe: An overview. *Environmental Science and Policy* 86, pp. 38-63. <https://doi.org/10.1016/j.envsci.2018.04.010>

<sup>15</sup> European Committee of the Regions (2021). Financing the Green Deal: a toolbox for the implementation of the Green Deal. The report gives an overview of funding instruments and provides recommendations on how to improve access of regional/local authorities. <https://op.europa.eu/en/publication-detail/-/publication/b3e42599-d4b3-11eb-895a-01aa75ed71a1/language-en>

vary in the different Member States across Europe. In relation to climate change, for instance, there is significant variation in local climate action.<sup>16</sup> The landscape of climate action is dominated by leaders, i.e. cities which were pioneers in climate action and which continue to be at the forefront in responding to related challenges. These leading cities are primarily located in the Nordic countries and Western Europe. In this respect, EPSA 2021 Green applications are promising. A considerable number of projects were submitted by applicants from Southern and Eastern European countries. There is also some variation in terms of size of organisation/municipality and geographical position as urban or rural centres.

The increase of local climate strategies is an opportunity for research because it provides a rich body of evidence. This evidence reveals that a significant proportion of these strategies mention a variety of challenges for designing and implementing policies.<sup>17</sup>

One of the most important political challenges is that regions/municipalities have little input to policy formulation and the programming of support instruments, which echoes the CoR report about regional/local authorities' access funding instruments.<sup>18</sup> Although the Commission has stressed the importance of cooperation with regional/local actors, the opinions of the CoR in the legislative process are not binding. The first evidence on the drawing up of the national plans to receive funding under the Recovery and Resilience Facility, for instance, suggest that the input of regional/local actors has been limited. Hence, policymakers representing regional/local actors and stakeholders have called for more participation in formulating policies and programming instruments at EU level.

A related challenge is to address the variation between leading cities, primarily located in the Nordic countries and Western Europe, and cities

located in Eastern and Southern Europe. In the latter area, the number of leading cities is lower and local strategies might be absent even in metropolitan areas.<sup>19</sup> Therefore, a related political challenge is the lack of commitment at regional/local level. To address variation among regions and municipalities across Europe, political commitment is a necessary condition, and local strategies have to be at the centre of policy design and implementation in all Member States. This commitment is necessary for climate action but also other policy areas relevant for implementing the Green Deal.<sup>20</sup>

Another common challenge is capacities and the lack of human and financial resources. These challenges are particularly acute in rural areas, and it is these areas that would benefit most from EU and national support.<sup>21</sup> Yet, to identify funding opportunities, and to design and implement action, requires resources and capacities.

In line with the horizontal dimension of multilevel governance, the issue of transferability is of utmost importance. In their EPSA documentation, applicants are asked to reflect on this issue and transferability is one of the evaluation criteria. To enable mutual learning, exchange of good practice must also seek to facilitate the actual transfer of such practice. It is promising that leading cities develop innovative actions in climate policy, for instance, but this innovation has to be transferred to other municipalities to result in significant policy change. In the literature, the issue of transferability is conceptualised with the notion of 'upscaling'.<sup>22</sup>

The main challenge of horizontal cooperation is that exchange of good practice does not automatically lead to policy change. To engage cities to adopt innovative policies from other municipalities requires sufficient resources and capacities. At the same time, these capacities are crucial for cities to design and implement their own strategies adapted to their local circumstances.

<sup>16</sup> See Kern (fn 5)

<sup>17</sup> See Aguiar et al. (fn 14) who examine local climate adaptation strategies in 19 EU Member States. The paper does not address the actual implementation; the documentary analysis found that challenges for climate adaptation are mentioned in around 60% of the strategies.

<sup>18</sup> See also Szymalski, Kassenberg and Stainforth (fn 6).

<sup>19</sup> See Kern (fn 5) and Aguiar et al. (fn 14).

<sup>20</sup> Szymalski, Kassenberg and Stainforth (fn 6).

<sup>21</sup> Kern (fn 5)

<sup>22</sup> See Fuhr, H., Hickmann, T. and Kern, K. (2018). The role of cities in multi-level climate governance: local climate policies and the 1.5°C target, *Current Opinion in Environmental Sustainability*, 30, pp. 1-6. <https://doi.org/10.1016/j.cosust.2017.10.006>

The design of strategies developed in-house, and the involvement of stakeholders are two factors which are positively correlated with ambitious climate strategies.<sup>23</sup> Many of the EPSA 2021 applications in the Green category are based on stakeholder involvement.

Sufficient resources and capacities are particularly relevant for small and medium-sized cities located in rural areas and particularly in Eastern Europe.<sup>24</sup> With a view to policy change, this engagement is necessary given that a significant share of the European population lives in small and medium-sized cities.

At the same time, capacity building is not a sufficient condition. While EU and national support, action plans and initiatives are important factors to facilitate upscaling, the underlying political commitments are often voluntary. Hence, the argument is often made that horizontal cooperation has to be complemented by vertical binding obligations. These obligations might stem from the European or the national level with a view to integration of vertical and horizontal instruments at all levels of government.<sup>25</sup> For instance, EU support instruments could be coupled to the development of regional/local strategies to receive funding.<sup>26</sup> Likewise, national action plans could include requirements to couple regional/local strategies to national priorities.<sup>27</sup>

In the framework of multilevel governance, all levels of government and actors in various networks are connected through vertical and horizontal links. The challenges discussed in this section highlight these connections. To fulfil the potential of the European Green Deal as an overarching and ambitious policy framework, and to meet the promise of regional/local cooperation in the implementation of the Green Deal, various instruments at European and national level have to be further integrated throughout all stages of policymaking, including policy formulation, programming and implementation. It is safe to assume that effective implementation of the Green Deal

policies depends on such integration.

## 4. Conclusion

In this report on green public administration as part of EPSA 2021, I have discussed challenges and opportunities for implementing the Green Deal. In the discussion, a distinction was made between two categories of political and administrative challenges. While this distinction is useful for analytical purposes, the key point is that both categories are intertwined, and that policymaking in a framework of multilevel governance requires vertical and horizontal integration.

The report aims to contribute to the ongoing debate among policymakers, stakeholders and scholars about the conditions of effective implementation of Green Deal policies at regional and local level. In recent years, this debate has gained momentum, and various scientific and policy papers provide a foundation of knowledge about implementation at the local level. For instance, the CoR has commissioned several studies about regional/local authorities' access to EU funding instruments as well as the administrative needs of authorities in terms of capacity building to make full use of the available instruments.<sup>28</sup>

Yet, the foundation of knowledge can be further strengthened. In academic papers, research is often based on case studies with a limited number of cities, and often focused on the leading cities with examples of successful design and implementation of local action. Studies based on larger populations employing statistical analysis of local action are relatively far and few between.<sup>29</sup> This line of research is important to complement case studies to unpack whether and how transfer of good practice (upscaling) has taken place.

Moreover, practical information about Green Deal policies and support instruments at EU and national level is often scattered and distributed through various means of communication.

<sup>23</sup> See Rivas, S. et al. (2021). Towards the EU Green Deal: Local key factors to achieve ambitious 2030 climate targets, *Journal of Cleaner Production*, 320, Available online 2 September 2021. <https://doi.org/10.1016/j.jclepro.2021.128878>

<sup>24</sup> Szymalski, Kassenberg and Stainforth (fn 6).

<sup>25</sup> Fuhr, Hickmann and Kern (fn 22).

<sup>26</sup> Szymalski, Kassenberg and Stainforth (fn 6).

<sup>27</sup> Kern (fn 5).

<sup>28</sup> See European Committee of the Regions (2020). 'Boosting the Capacity of LRAs to implement the Green Deal: a toolbox for the climate pact'. The report includes a self-assessment tool to assess current and potential actions. <https://op.europa.eu/en/publication-detail/-/publication/beece0886-fbb4-11ea-b44f-01aa75ed71a1/language-en/format-PDF/source-search>

This is not surprising given the multitude of actors at all levels of government in a system of multilevel governance. Nevertheless, to ease access to such information and to facilitate exchange of information, all actors, policymakers, stakeholders and scholars

should continue collaboration in terms of research, advocacy and knowledge transfer. This report and additional knowledge transfer activities like the EPSA database of good practices aim to contribute to such collaboration.

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<sup>29</sup> See Rivas et al. (2021).

**EPSA 2021 Award Winner**

EnerCoach – a digital energy accounting platform for municipalities to monitor energy consumption of public infrastructure	Luxembourg	SIGI Syndicat Intercommunal de Gestion Informatique
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**EPSA 2021 Second Place Award**

Smart infrastructure for smart public administration	Estonia	eu-LISA - European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
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**EPSA 2021 Third Place Award**

Processing invasive alien plants into useful products and input material for industry	Slovenia	The City of Ljubljana
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**EPSA 2021 Award Nominee**

IRec	Portugal	EPSA 2021 Award Nominee
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**EPSA 2021 Good Practice Certificate**

Green Port Initiative	Spain	Autoridad Portuaria de Málaga
Energy Efficiency and Renewable Energy Sources in Public School Buildings in the Municipality of Serres	Greece	Municipality of Serres
R&I Mobility Strategy	Austria	Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology
Greening of Budapest Metropolitan Area 6 <sup>th</sup> district Terézváros Municipality	Hungary	Budapest Metro Area 6th Distr. Terézváros Municipality
Renewable Energy from Wastewater – Wastewater Treatment Plants as Local Energy Cells	Austria	Wasserverband Mürzverband
Green Supply Chains	Slovenia	Ljubljana Tourism

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