
Striving for a Sustainable Amsterdam

The cooperation between sustainable initiatives and the local government of Amsterdam



Colophon

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Abstract

Driven by climate change and the consequences of urbanization, the following research question is posed; *How are the initiatives in Amsterdam aiming to contribute to the sustainability of the city and how is the cooperation with the local government perceived?*

A citizen-, non-governmental organization- (NGO), and a business initiative are researched in this thesis to see if and how their characteristics affect the aims of sustainability and the cooperation with the local government. Semi-structured interviews were conducted and complemented with (policy) documents. The results showed that the direct aims of the initiatives were different as there was a difference in topics. However, looking at the sustainability aspects and the sustainable development goals there were many similarities. For the cooperation with the local government there were clear differences between the initiatives, mostly concerning dependence. For future research, it is recommended to perform the same research with a larger sample size to see if the statements made in the conclusion are applicable on large scale.

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1. Introduction

Urban areas are growing rapidly; almost 80% of the population in Europe is living in urban areas and the prediction is that by the year 2050, 75% of the world population will live in urban surroundings (Haase et al., 2014). With the continuous growth of urban areas, there is an increasing demand for resources, energy poses, and green spaces (Haase et al. 2014). This creates a challenge for ensuring human welfare in cities while preventing an increase in loss of soil, habitats, resources, and biodiversity (Haase et al., 2014). In the literature, sustainability is often mentioned to solve these problems. (Arundel & Ronald, 2017). The concept sustainability has been defined in many ways however in most definitions, three fundamental components are mentioned; society, economy, and environment (Russo et al., 2020). From these three components, the 17 sustainable development goals (SDG) have been established by the United Nations (UN) (UNDGC, 2015). In 2015 all the members of the UN agreed that these goals need to be improved by the end of 2030 to keep the planet livable (Cosieme et al., 2019). To achieve the SDG's, it is necessary to implement policies and strategies to reach from the global goal to the local level (Russo et al., 2020). These policies and strategies are planning tools used by the government.

Planning is a complex science that needs to differentiate between simple and complex situations (de Roo & Voogd, 2019). For a simple situation, a top-down government approach can be used and for a complex situation the need arises to use a bottom-up governance (de Roo & Voogd, 2019). Around the 2000's, the Netherlands shifted from a central governmental state using a top-down approach towards a decentralized governance state, using a bottom-up approach (de Roo & Voogd, 2019). This resulted into a different style of policy making which included non-governmental stakeholders (Mees et al, 2013). The national government was not able to solve all the social, economic, and environmental hazards cities were facing (Sedlacek, 2014). There was a need to involve private parties and landowners (Mees et al, 2013). This created a shift in responsibility towards the government level that was closest to the private stakeholder and ended up being the local government (Sedlacek, 2014). Therefore, making cities more sustainable in the Netherlands is implemented by the local government working together with local businesses, citizens, and other local institutions (Zuidema & de Roo, 2014). This thesis focuses on different private initiatives concerning the improvement of sustainability in Amsterdam. This research area is chosen due to the ambitions of the city to become the most sustainable city of Europe and the aim to achieve this is by involving initiatives of citizens, businesses, and other organizations (Gemeente Amsterdam, 2020e). The local government made a platform to show all the initiatives in the city they are working with, named Nieuw Amsterdamsklimaat (Gemeente Amsterdam, 2020a). This thesis tries to find out what the aims are of three initiatives from this platform and what the role of the local government is concerning these initiatives.

In the existing literature, there is a lot mentioned on what sustainability is and what the goals are to achieve global sustainability (Arundel & Ronald, 2017; Cosieme et al., 2019; Haase et al., 2014; Russo et al., 2020; UNDGC, 2015). In the literature there is also a lot mentioned about governance, where government works closely with local groups (Zuidema & de Roo, 2014; De Roo & Voogd, 2019; Ikeanyibe, 2019; Spaans et al., 2012; Mees et al., 2013). However, there is a gap in the literature with regards to the specific focus on the aims of sustainable initiatives cooperating with the local government in Amsterdam. Most of the case studies about Amsterdam concerning sustainability focus on the nexus concept which is about energy, water, and resources within the urban environment (Dalla Fontana & Boas, 2019; Hoek et al., 2015; City of Amsterdam, 2015). Beside this scientific relevance, this thesis also has social relevance. As the local government of Amsterdam has a clear focus on making the city more sustainable with the citizens, it is important to know how the cooperation is going between the citizens and the municipality. Different types of cooperation between government and non-state stakeholders can influence the outcome of the cooperation (Ansell & Gash, 2007). As in this case the different types of cooperation can show how Amsterdam is achieving sustainability.

Therefore, the following research question has been established; *How are the initiatives in Amsterdam aiming to contribute to the sustainability of the city and how is the cooperation with the local government perceived?*

This question will be answered with the following sub-questions.

- What are the aims of the initiatives for sustainability?
- What is the policy of the local government of Amsterdam concerning sustainability?
- How is the cooperation perceived by the initiatives and by the local government?

This thesis consists of six chapters. In the second chapter the main concepts will be discussed, and the relationship will be shown in the conceptual model. Chapter 3 consists of the methodology, showing which data collection was chosen. Then, in chapter 4 the data results are schematically shown and in chapters 5 conclusions are drawn and a discussion on the results is given.

2. Theoretical framework

In this chapter, the most important concepts and theories will be discussed and defined.

2.1 Sustainability

The literature review on sustainability of Glavic & Lukman (2007) shows that the concept is often used and defined in different ways. The first time this concept occurred was in 1969 concerning environmental challenges (Glavic & Lukman, 2007). By the year 1987, the World Commission about Environment and Development (WCED) report created by the UN was released (UNDGC, 1987). In this report, sustainability is defined as: *“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”* (United Nations Department of Global Communities, 1987) and three components were connected to the concept; environment, social, and economy, see figure 1.

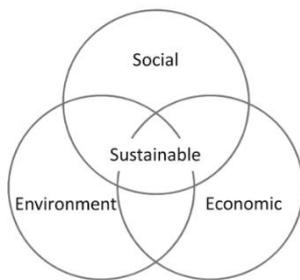


Figure 1: Relation of economy, society, and environment based on sustainability (Purvis et al., 2018)

2.1.1 Environment, Social and Economic

These components are created due to the capitalistic view of the western world (Mebruta, 1998). After the industrialization, the focus was on short term economic win instead of long-term ecological problems, which created a population demanding more resources than the world could provide (Purvis et al., 2018). *“This early discourse was radical and argued that the capitalist economic growth of the Western world was fundamentally incompatible with ecological and social sustainability and called for structural reform”* (Purvis et al., 2018, p. 683). Mebruta (1998) also states that *“environmental degradation and ecological factors have been one of the major driving forces behind every social transformation recorded in history”* (p.495). This shows that environmental changes have influence on society and that society (people’s behavior) has influences on economic view and environmental aspects. Therefore, it was concluded that these three components are intertwined with each other (see figure 1) and there is a need to focus on these components equally with tradeoffs to achieve sustainability. Hence, the United Nations Department of Global Communities (1987) states that poverty causes environmental and societal degradation and an essential part to solve this is improving world economic growth. To achieve this the WCED states that there is a need for active leadership, meaning working together with local parties (Mebruta, 1998). Since this thesis focuses on how governance and local parties strive for a sustainable city together, the WCED definition will be used concerning the three components.

2.1.2 17 SDG's

The framework for sustainability shown in figure 1 is the precursor of the 17 Sustainable development goals (SDG's), see figure 2.



Figure 2: 17 Sustainable Development Goals related to the three components (UNDGC, 2015)

The SDG's are created by the UN. They state that these goals “provide a shared blueprint for peace and prosperity for people and the planet, now and into the future” (UNDGC, 2015). All these goals go hand in hand and there is a need for global cooperation while tackling climate change (UNDGC, 2015). As these goals are very specific and made by all the UN members with different desires, the SDG's form a valid framework to test sustainability. Therefore, in this thesis the 17 SDG's are also considered, see figure 3.



Figure 3: 17 SDG's (UNDGC, 2015)

2.2 Local government

As stated in the background, there was a shift since the 2000s from government to governance, which led to more responsibilities for the local government. The local government is structured to ensure local democracy or citizen participation and to apply effective service delivery to the residents (Ikeanyibe, 2019). In Amsterdam, the local government is the municipality. The population of Amsterdam is growing rapidly which resulted in a growth of the municipality with many different clusters, goals, programs, and projects (Gemeente Amsterdam, 2020c). The municipality is structured in a management and corporate staff (college), 5 clusters, and 7 city districts, see figure 4 (Gemeente Amsterdam, 2020b). The clusters have expertise in specific fields and develop policies into a city-wise framework which the city districts carry out into executive work (Gemeente Amsterdam, 2020b).

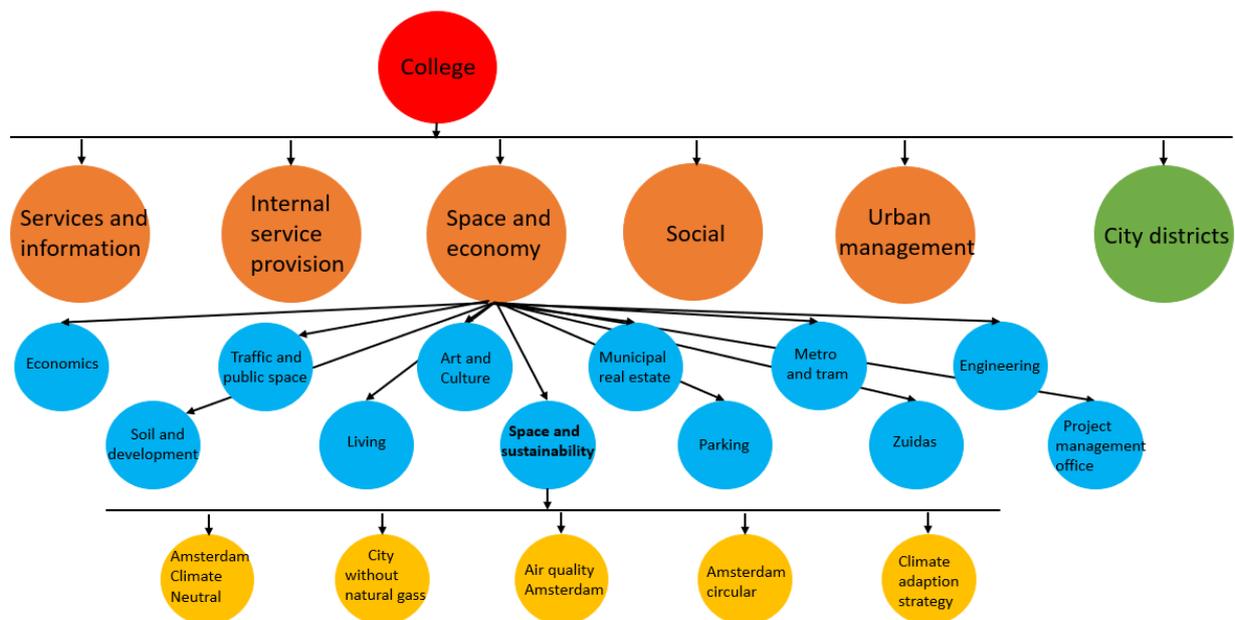


Figure 4: Structure municipality of Amsterdam concerning sustainability (author, 2020)

Every cluster has several topics, and every topic has several programs. These programs are based upon the ambitions of the municipality made by the college and serve as guidelines for projects, written down in local sustainability policies (Gemeente Amsterdam, 2020b).

2.3 Initiative

In this thesis, initiative is defined as *an initiative that is concerned with making the city more sustainable which can be conducted by citizens, businesses, or NGO's*. These three aspects have been chosen to see if their cooperation with the government and their aim will be different.

2.3.1 Citizen initiative

Igala et al. (2019) conducted a literature review on citizen initiatives. This resulted in the definition: *“a citizen initiative is a form of self-organization in which citizens mobilize energy and resources to collectively define and carry out projects aimed at providing public goods or services for their community”* (Igala et al., 2019). Zapata Campos & Zapata (2017) also discusses that citizen initiatives are nonprofit driven, operate with few financial means and gain stronger over time by developing more knowledge and skills (Zapata Campos & Zapata, 2017). In this thesis the definition for a citizen initiative is based upon the above-mentioned theory: *citizen initiative is a form of self-organization in which citizens volunteer to mobilize energy and resources to collectively define and carry out projects aimed at providing public goods or services for their community without a profit-oriented drive*.

2.3.2 NGO initiative

In 1945 the term NGO was created by the UN to describe the role of that parties that were not part of national governments (Srinivas, 2009). NGO's are non-profit oriented organizations (Sedlacek, 2014). Since 1945 NGOs have grown tremendously and became more international oriented, this was also considered in the new definitions of the literature (Srinivas, 2009). However, in this thesis, the NGO that is considered will be a national NGO and therefore the definition will be based upon the UN definition from 1945 which states that an NGO is *a non-governmental organization that supports local goods without being profit oriented*.

2.3.3 Business initiative

There are also sustainable initiatives that are provided by the private sector which are market oriented (Guéneau, 2018). The private sector plays a large role in the society and is one of the major driving forces behind environmental degradation (Domigues et al. 2015). Guéneau (2018) states that the reason why governments use these business initiatives is to fill the limitation of capabilities that the country is facing. Therefore, it is intriguing to see how businesses that are market-oriented can provide sustainable initiatives for a city and how the cooperation is with the government. The definition for this business initiative is *a profit-oriented initiative that support local goods*.

2.4 Cooperation

In this research, the concept cooperation is used which is defined by Hardy et al. (2003) as a relationship based upon authority differences.

Cooperation can be divided into two forms, the first being collaboration and focuses on a formal structure, where the different groups work together on the same task (O'Brian, 1968). The other form of cooperation is coordination, where the tasks are divided between the different groups and these tasks separately work towards a common goal (O'Brian, 1968). This shows that people involved in coordination rely less on each other compared to people involved in collaboration.

This thesis will focus on how the initiatives and the government work together. There is a difference in authority and therefore the definition cooperation is chosen with the two components collaboration and coordination. The given definition is: *two or more actors work collectively and action-oriented towards a common goal while striving for consensus*.

There are several ways in which a cooperation can occur, see figure 5. There are two groups (P1, P2) working towards the same goal but on their own projects, this is coordination (T1, T2) (figure 5a). When P2 will work on its own project but at the same help P1 collaboration will happen (Figure 5b) or the other way around (figure 5c). In this case there is an actual transfer which can be *resources, knowledge, information, time and/or financial support* to achieve the desired resources between the P1 and P2 (Klijn & van Twist, 2007). The last form of cooperation is when both P1 and P2 work on their own projects separately but also help each other on their projects (figure 5d) (O'Brian, 1968). This framework for cooperation will be used in this thesis.

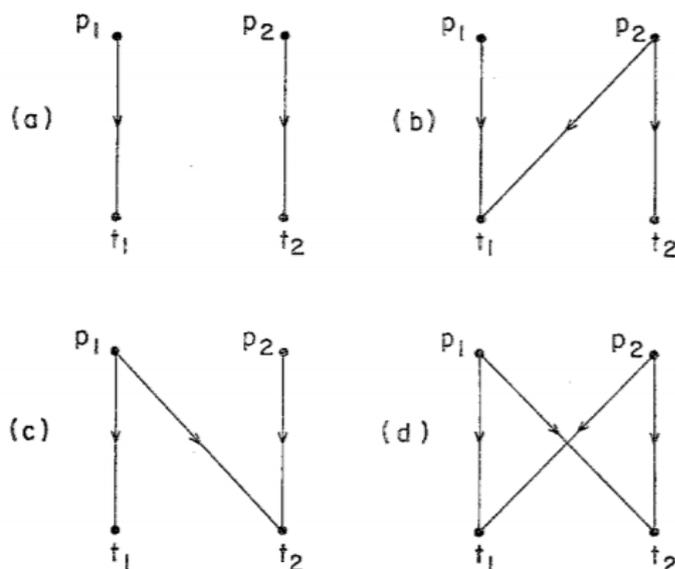


Figure 5: Different forms of cooperation (O'Brian, 1968 p.430)

In the literature collaboration is mostly used to acquire resources that are not possible to achieve internally but are necessary to be relevant to survive against other companies (Hardy et al. 2003). However, also in the non-profit oriented sector this is the main reason for collaboration, by getting more capacities to achieve the set goals (Hardy et al. 2003). The collaboration between government and non-governmental parties will only occur when both parties gain from it and the conditions trust and good communication are key for a good cooperation (Klijn & van Twist, 2007; O'Brian, 1968).

2.5 Conceptual model

The conceptual model visualizes how the main concepts of this thesis are interrelated, see figure 6. It shows that the initiatives and the local government both work on sustainability separately, but they also cooperate with each other to work on sustainability.

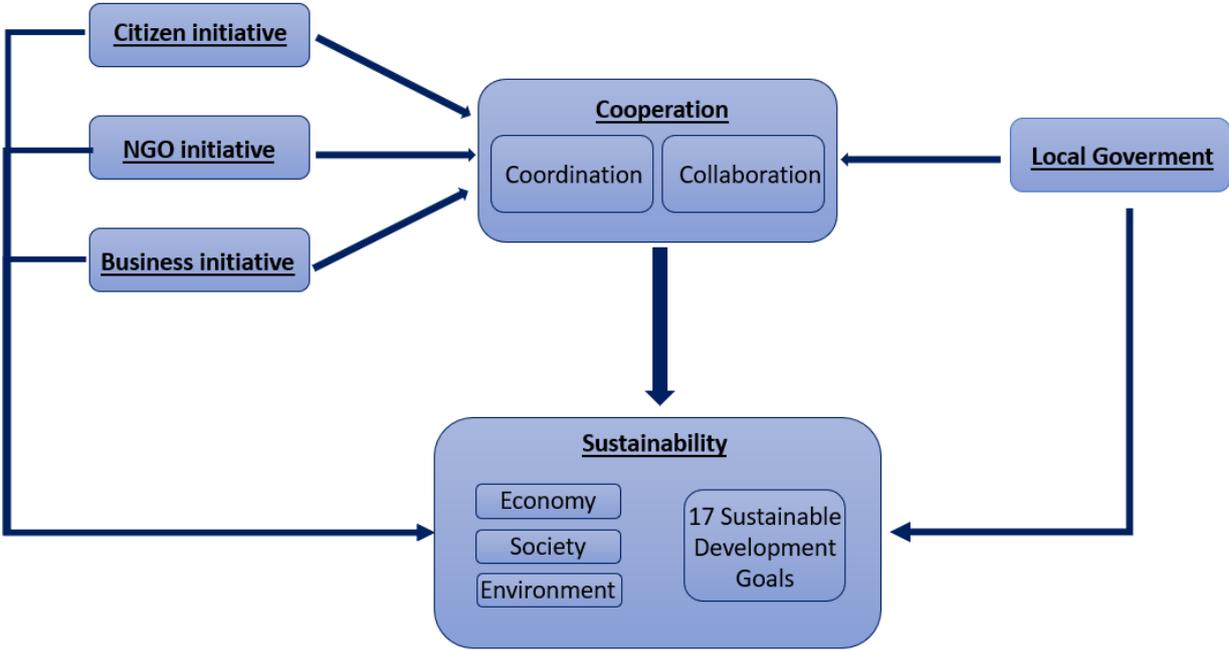


Figure 6: Conceptual model (author, 2020)

2.6 Hypothesis

Based upon the theoretical framework it is hypothesized that the aim of the citizen initiative is to focus on community-based sustainability issues. This shows that the focus is more on social aspects with a strong reliability on the municipality due to the limited resources. The NGO initiative aims to focus on large sustainability projects which is done without making profit while striving for a structural cooperation with the municipality. Lastly, the business initiative focuses on a sustainable theme which can provide as much profit as possible and therefore focuses more on economical aspects. The cooperation with the municipality will be based on the possibilities that are obtainable for the company.

3. Methodology

3.1 Chosen initiatives

In this thesis, 3 different initiatives have been chosen based upon the characteristics and being part of the nieuw-Amsterdamsklimaat program, see figure 7. To select the initiatives and cooperating parties of the municipality the convenience sampling method was used via a combination of internet search and snowballing. This strategy was needed due to a lack of willingness to contribute to this research.

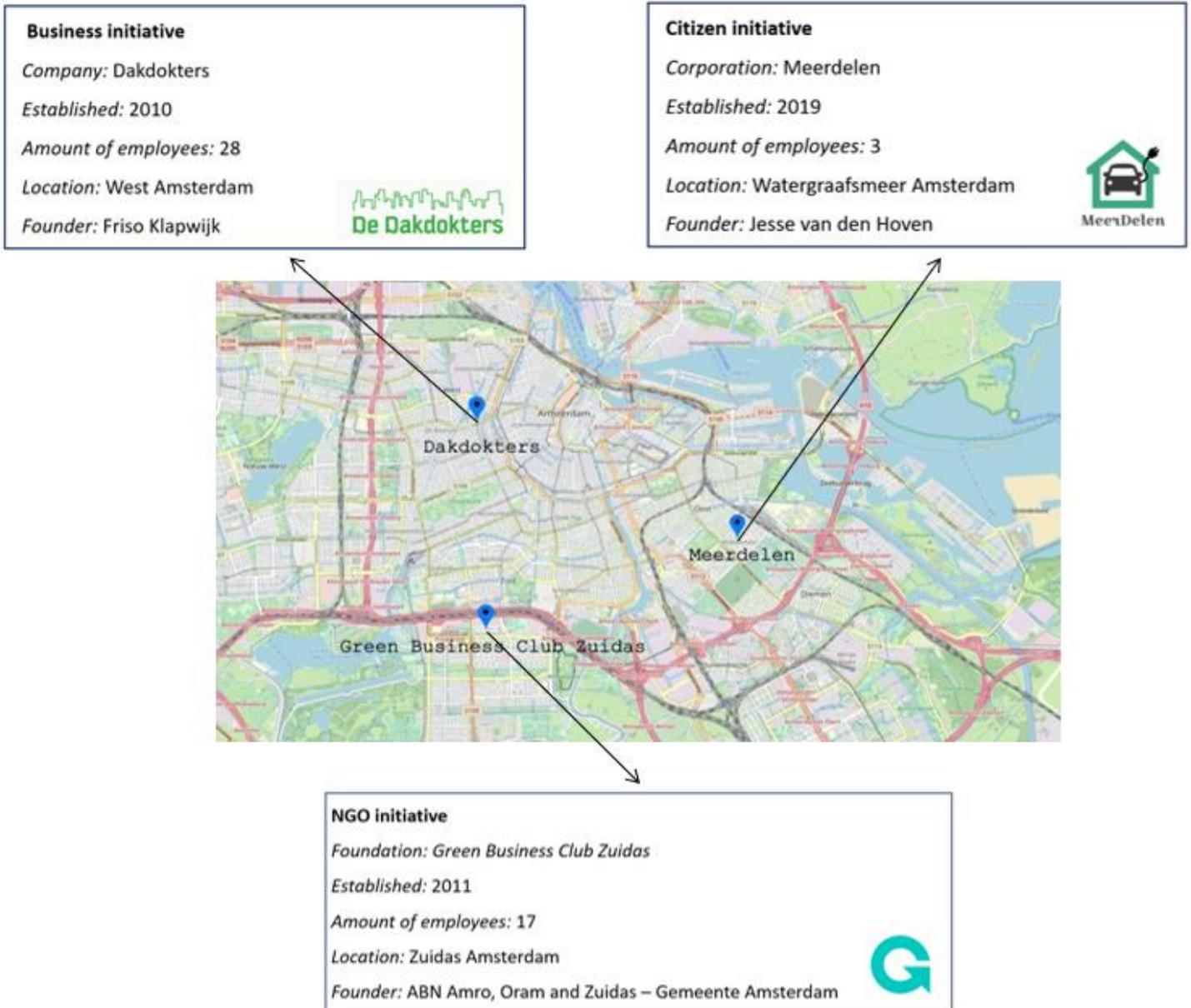


Figure 7: Location and general information of the chosen initiatives (author, 2020)

3.2 Secondary and primary data collection

To acquire the necessary data, secondary and primary data collection has been conducted, see figure 9. This thesis uses the multiple case study method since this method offers the opportunity to make adequate comparisons (Yin, 2009).

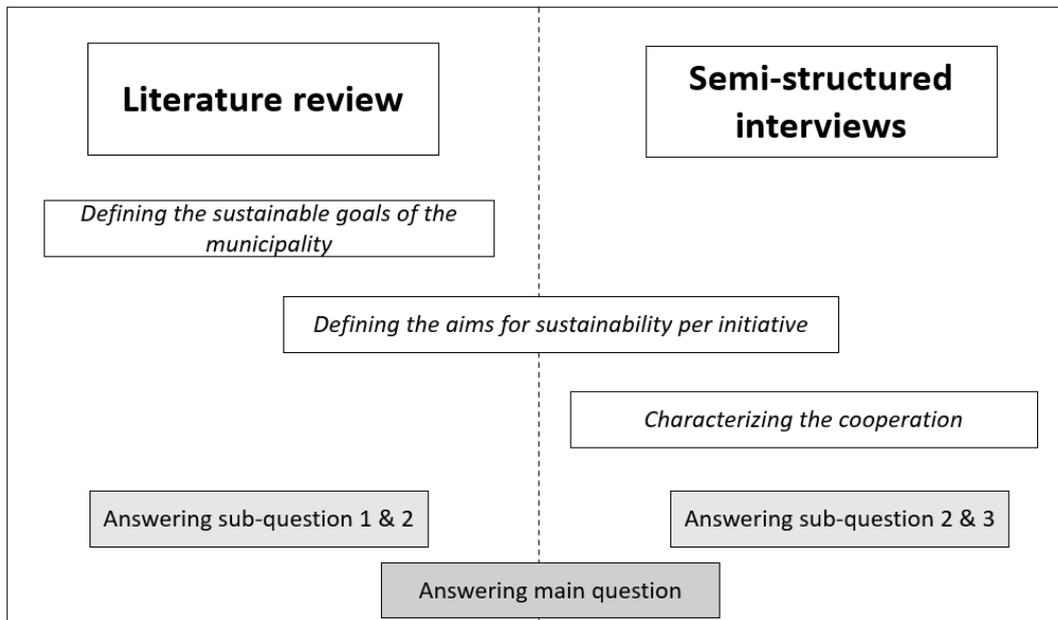


Figure 9: The collection of data to answer the research questions (author, 2020)

For the secondary data collection, a literature review was done to analyze documents that were provided by the initiatives and the municipality; policy documents, websites, and videos. To acquire the municipality documents an internet search was done and the following criteria were considered:

- Which steps is the local government taking for a sustainable future?
- Is there one department focusing on these initiatives, if so, what is the goal?

For the initiative's documents:

- What is the goal/aim of the initiative?
- Which projects are set up to realize the goal/aim?

For primary data collection qualitative data collection is chosen which focuses on emotions, meanings experiences of people and which is subjective (Clifford, 2016). This fits in well with this research as it contains a small number of cases and there is a need to investigate many aspects of the cases in depth and subjectively. The chosen method is semi-structured interviews, as the interviews will be conducted with professionals which can result in more information than thought of beforehand.

3.3 Semi-structured interview

One person per initiative and one person per municipality department are interviewed, see appendix A. Shown in 2.2, the municipality of Amsterdam is divided in many different departments concerning sustainability. To define the cooperation between the initiatives and municipality as well as possible, the focus is on the department the initiative cooperates most with. As a result, this study is based on a combined sample of 6 respondents ($n = 6$): 3 initiative participants and 3 officers of the municipality, see figure 10.

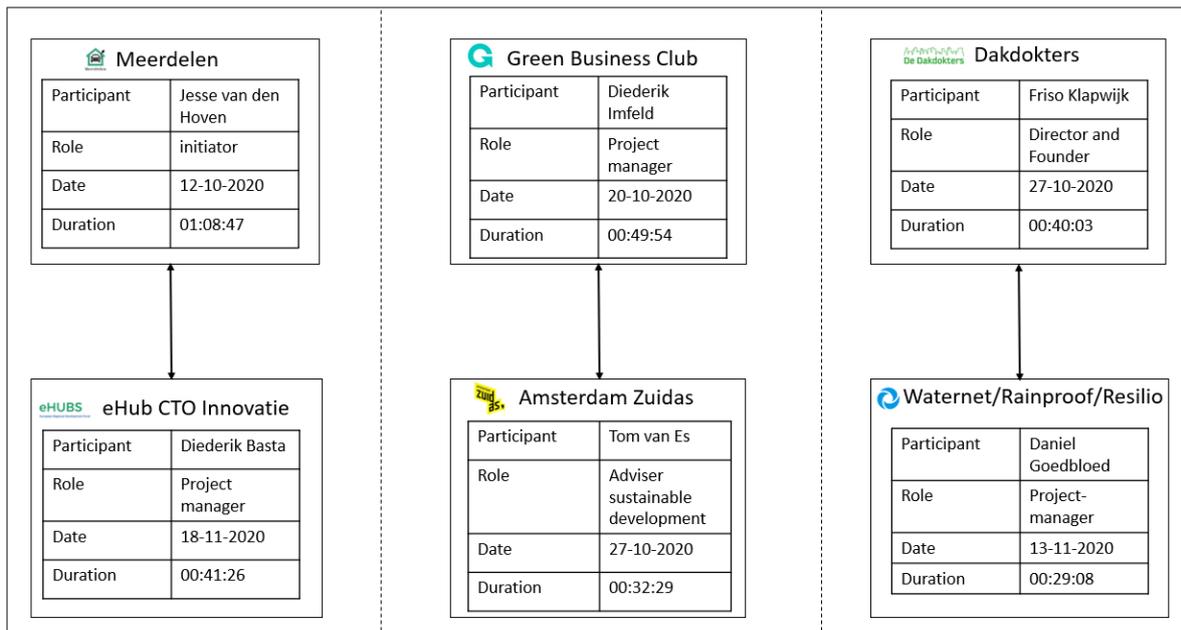


Figure 10: The respondents of the interviews

Due to Covid-19 the interviews took place via zoom or telephone. To analyze the qualitative data the interviews were recorded, and transcripts were made. The transcripts are analyzed by hand with theoretically codes categorized into themes, using a color division scheme, see Appendix B.

3.4 Research integrity

The online interviews are videorecorded and stored in a password requested map for the privacy of the participants. This happens because ethical principles (power, position, attitude, writing, privacy, causing harm and informed consent) need to be considered when conducting qualitative research (Clifford, 2016). However, the interviews are not personal, and the data will not be sensitive. Therefore, only attitude, privacy, and informed consent are important.

- **Attitude:** There will be an open and interested attitude towards the participants.
- **Privacy:** To not violate participants' privacy at the beginning of the interview the participant will be asked if they would like to stay anonymous.
- **Informed consent:** An informed consent will happen at the beginning of the interview (see Appendix C).

4. Results

This chapter represents the results that are collected with the primary and secondary data collections. The structure of the chapter first describes the policies of the municipality of Amsterdam, thereafter secondary and primary data is combined to show the results per initiative.

4.1 Policy and Structure Municipality

The municipality needs to fulfill the nationwide agreements of the Delta plan Ruimtelijke Adaptation (DRA) stating that all cities need to become more sustainable (Gemeente Amsterdam, 2020c; 2020d). To see which measures are required for Amsterdam, several stress-tests were done in line with the DRA, which resulted in goals made by the college (Gemeente Amsterdam, 2020e). To show how the municipality is scoring on sustainability the goals are connected to the SDG's, see table 1.

Year	Goal	SDG's
2030	<ul style="list-style-type: none"> Complete emission-free city 80% of the electricity used by households will be generated from solar- and wind-energy Use less than 50% of fossil fuels Emits 55% less CO2 compared to 1990 	 
2040	<ul style="list-style-type: none"> Natural gas-free 	
2050	<ul style="list-style-type: none"> The city is climate-adaptive All the suitable roofs for solar energy are in use The city is climate neutral The city is circular, meaning that everything that is produced and consumed will be re-used 	   

Table 1: The goals of the municipality (Gemeente Amsterdam, 2020d; 2020e)

To achieve these goals, the department space and sustainability established five-city programs (Gemeente, 2020f). In the programs many different projects are located that execute the goals and make policies for the city districts to carry out.

Programs	Goals	SDG's
Amsterdam Klimaatneutraal	<ul style="list-style-type: none"> In 2050 the CO2 emission needs to be decreased by 95% relative to 1990 This will be realized by building solar panels in the city to generate 250 MW 	
Een Stad zonder Aardgas	<ul style="list-style-type: none"> By the year 2040 will Amsterdam be natural gas-free This will be realized by isolating buildings and the use of energy sources created by electricity 	
Luchtkwaliteit Amsterdam	<ul style="list-style-type: none"> The goal is to create an emission-free built-up area for all transportation modes by the year 2030 This will be realized by creating more milieu-zones in the city 	
Amsterdam circular	<ul style="list-style-type: none"> By the year 2030 will Amsterdam use 50% less primary raw materials compared to 2020 In 2050 will the economy of the city be completely circular To realize this goal the focus is on construction, consumer goods, biomass, and food 	
Strategie klimaatadaptatie	<ul style="list-style-type: none"> By the year 2050 Amsterdam will be adapted so that it can withstand heat, drought, water nuisance and floods protection, climate-proof construction, more robust infrastructure, improved water, and waste management systems, energy supply, stronger communications- and transport systems, and the counteracting of social inequality 	

Table 2: The 5 programs established by the municipality (Gemeente Amsterdam, 2015; 2020f)

To give a clear overview about the focus of the municipality, the SDG's are categorized per sustainable aspect, see table 3.

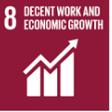
Municipality		
Economic aspect	Environmental aspect	Social aspect
  	  	 

Table 3: SDG's of the municipality categorized per sustainable aspect

The municipality focuses on 8 SDG's with the focus slightly more on economy and environment rather than society. However, when looking at the frequent use of environmental aspects in table 1 and 2 it is clear that the municipality mainly focuses on environment when addressing sustainability.

4.2 Meerdelen

4.2.1 Aim of the initiative

The mission of Meerdelen is to “create more greenery and living space in the neighborhood” (van den Hoven, 2020). To achieve this a car- and bike-sharing corporation is set up for the neighborhood Watergraafsmeer. The initiative will start to operate in January 2021. When the residents share transportation there is less parking space required. these non-used parking spots cab be converted into 60 till 80 square meters greenery. When residents will return their parking permits due to Meerdelen, Meerdelen is allowed to convert parking spots. Meerdelen wants to approach sustainability as something positive, which can be created by working together. Sustainability is an opportunity to maintain our world, “where everyone should contribute to sustainability and if this is not the case for companies, they should not have the right to exist” (van den Hoven, 2020). The aim for sustainability of Meerdelen can be characterized in the 3 aspects mentioned in 2.1.1, see table 4.

Aspect	Meerdelen
Environment	<p>Meerdelen provides several environmentally friendly aspects in the cooperation:</p> <ul style="list-style-type: none"> ● Sharing transportation leads to less vehicle production and the vehicles that are used are mostly produced in Europe which has a positive impact on less transportation of products. ● All the vehicles are electric which means there will be less use of fossil fuels. ● The main goal of Meerdelen is to implement more greenery in the neighborhood, making it climate adaptive.
Social	<p>For the social aspects is the community feeling important:</p> <ul style="list-style-type: none"> ● Meerdelen's desire is that through bike- and carsharing the neighborhood will become a closer community. By setting up the cooperation with the residents, the project becomes something of the neighborhood. Residents will get to know each other better and maybe will start to share more instead of transportation. ● Also, by implementing green areas that are maintained by the neighborhood people will get more in contact with each other. ● Meerdelen wants to help residents that are not able to afford to contribute to the project. For example, give a discount so that these people are not excluded from the rest of the neighborhood.
Economic	<p>Meerdelen is a profit oriented citizen initiative. However it is a corporation which means that Meerdelen is striving to make profit and share this with the neighborhood.</p>

Table 4: scoring of Meerdelen on the 3 aspects

To define the aim of Meerdelen on sustainability, the ambitions are connected to the SDG's, see table 5.

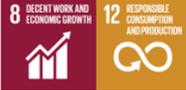
<p>Climate</p> <p>The sharing cars will be electric which means less CO2 emission. The batteries of the electric cars are made with a lot of metal. There is not enough metal for all the cars in the world to be electric. Car sharing is a solution for this problem. Every car sharer uses between 8% to 13% less CO2 per year than a private car owner. It also creates around 13% less air pollution than fossil fuel cars.</p> 	<p>Space in the neighbourhood</p> <p>In Watergraafsmeer are 2000 cars that use around 2500 parking spots. When these car users would use car sharing, only 500 parking spots will be needed. If this would be implemented 40000 square meters would become available for greenery, bike stalling, playgrounds, terraces, walking, biking etc. With this extra space the neighbourhood feeling will become bigger and people will feel safer</p> 	<p>Community feeling</p> <p>Meerdelen wants to create a community feeling in the neighbourhood. This will be achieved by creating greenery that can be maintained by the neighbourhood. Also with car sharing and creating this cooperation together Meerdelen hopes that more will be shared than only cars and bikes. Every car has an owner and will help the users when there are questions or problems with the car. When there are residents that can not afford to participate in the cooperation, they can become car owner or get a discount.</p> 
<p>Fair production</p> <p>The production of vehicles is mostly done outside of Europe, which means that transporting the vehicles costs a lot of CO2. To reduce this Meerdelen will only use products that are produced in Europe. Meerdelen also choses local products to make sure employees are threatened fair</p> 	<p>Air quality</p> <p>With less CO2 emission and more green areas in the neighbourhood Meerdelen has a positive impact on the airquality. A good air quality has positive impact on people's attitude and happiness.</p> 	<p>Greenery</p> <p>Rainwater goes directly into the sewer systems due to the asphalt in the parking spots. By making some parking spots green the water will go into the ground which has influence on less flooding and more plants can grow.</p> 

Table 5: SDG's combined with the ambitions of Meerdelen

The SDG's are categorized per sustainable aspect to summarize the focus of Meerdelen, see table 6.

Meerdelen		
<p>Economic aspect</p> 	<p>Environmental aspect</p> 	<p>Social aspect</p> 

Table 6: SDG's of Meerdelen divided in the different aspects

The information of tables 4, 5 and 6, show that Meerdelen focuses on all aspects of sustainability, mainly on society and least on economy. Van den Hoven (2020) stated that the most important SDG's are 11 and 13, which fall under the environmental and social aspect. This can be retrieved from the goal of Meerdelen; to create a corporation for the community to bring the neighborhood closer while addressing environmental problems.

4.2.2 Cooperation with eHub CTO Innovation

eHub CTO Innovation eHUBS

Project of the department Smart mobility

Goal: Creating mobility hubs in Amsterdam

Directly focusing on SDG's:



7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS

Smart mobility is a department of the CTO-Innovation team which anticipates on mobility trends and experiments with it in the Netherlands. One of these projects is eHub and researches the use of mobility hubs. In Amsterdam the hubs are set up by citizens where Meerdelen is one of to see if this will increase the use. Showing that the cooperation is project based and Meerdelen provides as an experiment for the municipality. *“These initiatives work out of an ideology, to make the world better and help us as the municipality to do this and get our process sharp for the future”* (Basta, 2020).

As Meerdelen is a citizen initiative there are not many resources available and all need to be required by the initiative itself. Therefore, Meerdelen initiates the cooperation and is dependent on eHub to require these resources. EHub provides the resources knowledge, manpower, parking spots, and 3 participation clubs as a guidance in how to set up an initiative. However, this dependence is not mutual as Basta (2020) mentioned that there are enough other initiatives to work with and if Meerdelen would not exist eHub would not be affected. Showing that the balance in the cooperation is not even, which created tension.

Another observation for the tension is that the process is not going smoothly. This is the case as eHub sees the cooperation as an experiment where the process is not defined yet and there are many procedures to follow. *“The trajectory is not always easy, sometimes we say A and the day later we say B”* (Basta, 2020). However, for Jesse it is a fulltime job where money is lost due to the slow process. *“We would already have many cars driving around and some parking spot would be green by now if we did not have to wait that much (van den Hoven, 2020)”*. Showing that for Meerdelen it is important to have clear agreements.

This is not the case as in the municipality policy documents a lot is mentioned about the desires to become the most sustainable city in Europe, while achieving this with the citizens together. In the process van den Hoven (2020) experiences a lack of support on how to establish an initiative while stumbling on many rules with no clear overview on who to contact for what.

Basta (2020) mentioned that it is difficult for the municipality to put faith in small initiatives such as Meerdelen due to the credibility that it will perform well. *“Meerdelen is a small initiative and leans completely on Jesse, this makes the initiative less credible to work with because when Jesse decides to stop or move away the whole initiative will collabs”* (Basta, 2020).

4.3 Green Business Club

4.3.1 Aim of the initiative

The Green Business Club (GBC) Zuidas is an impact organization that aims at concrete results through initiating sustainable projects for the participants of the organization which are companies, government departments, and other knowledge institutions located on the Amsterdam Zuidas (GBC Zuidas 2020). There are 55 participants that work in project groups divided into 6 topics, see figure 11 and 12.



Figure 11: The participants of the GBC Zuidas (GBC Zuidas, 2019)

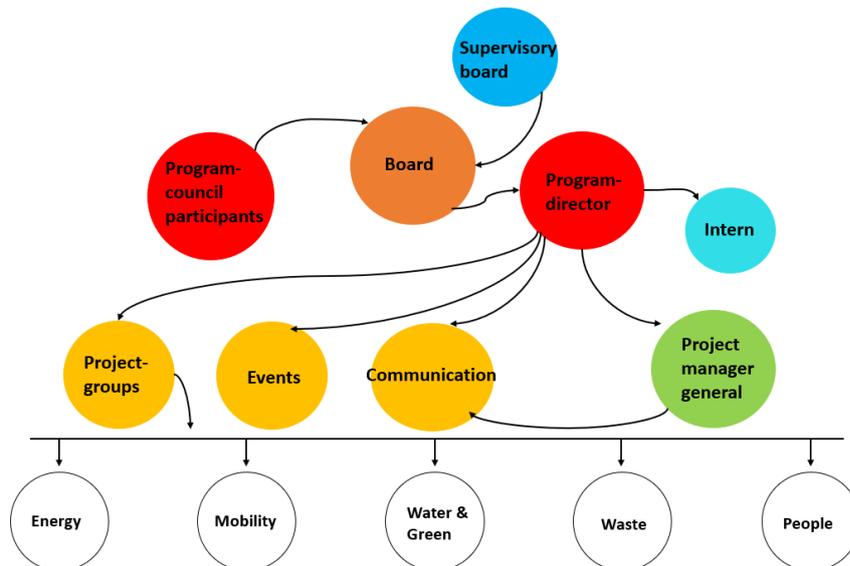


Figure 12: Organization GBC (author, 2020)

The participants are responsible for creating the projects and need to put time, knowledge, and financial support into the organization to be part of it. This approach is in line with how the GBC defines sustainability, “we see sustainability as practical as possible, focusing on projects we and our participants would like to do and where we get inspiration and energy from” (Imfeld,

2020). The aim for sustainability of the GBC can be characterized in the 3 aspects mentioned in 2.1.1, see table 7.

Aspect	GBC
Environment	<p>The GBC wants to make their environmental projects more measurable with a dashboard on their website showing all the environmental projects. There are 4 current projects with different topics focusing on the improvement of the area environmentally.</p> <ul style="list-style-type: none"> ● For the topic Water & Green the GBC focuses to be climate adaptive. The GBC is installing green roofs on the Zuidas to slow down the water seeping into the sewage systems and to make the area greener. The GBC wants to install 25.000 m² of green roofs. ● For the topic waste the GBC wants to make the Zuidas completely circular, meaning there will not be any residual waste in the Zuidas. This will be done by first mapping all the waste flows, make them as circular as possible and install a hub to process the residual waste. ● For the topic mobility, the current project is zero emission. With this project the GBC aims for all the transport of the area to be electric, (e.g. transport buses, taxis, e-bikes etc.) so there will not be any CO₂ emission. ● For the topic energy, the GBC wants to get rid of the natural gas and optimize the heating and cooling storage systems.
Social	<p>For social aspects the GBS has 2 main focuses;</p> <ul style="list-style-type: none"> ● The GBC has a structural collaboration with the foodbank of Amsterdam to collect money and food of the participants to the foodbank. ● The GBC are trying to make the people working on the Zuidas more diverse by providing opportunities to people with a distance to the labor market. Also, in the projects they are doing, for example implementing the circular hub.
Economic	<p>The GBC is a foundation which means that the company does not make profit. Showing that the GBC is not driven by economic prosperities.</p>

Table 7: Scoring of the GBC of the 3 aspects

The GBC is making the area and the business operations sustainable according to the ambitions the board sets for the upcoming 5 years which are agreed upon by the participants. These ambitions are linked with the SDG's see table 8.

Topics	Goals and ambitions	Sustainable Development Goals
Energy	<ul style="list-style-type: none"> Reduce energy use for existing buildings through developing sustainable alternatives. If necessary switch to green energy, preferably generated in the Netherlands. 	  
Mobility	<ul style="list-style-type: none"> Making the Zuidas the most modal split business centre of Europe for sustainable transportation: bike, public transport and/or electric cars. Structurally improving the accessibility of the Zuidas by stimulating the use of bike. Also improve the bicycle infrastructure, the supply of public transport and P + R / P + B. Which will result into well-informed travelers and satisfied involved stakeholders. An increase in the quality of life and liveliness in the Zuidas. Done by a reduction of CO2 emissions and an increase in the health of travelers. Innovation in a way smart travel is made possible, through good monitoring so measures can be taken to create the maximum effect. 	    
People	<ul style="list-style-type: none"> Organising social activities to create social environment in the Zuidas where living and working is pleasant. Through collaboration with the foodbank Amsterdam Zuid and other social organisations trying to connect employees of the businesses on the Zuidas with other users of the area. 	   
Water & Green	<ul style="list-style-type: none"> Together with Amsterdam Rainproof creating innovations (such as the polderdak) to adapt to extreme rainfalls due to climate change. At the end of 2020 creating an innovation that inspires other companies internationally. 	  
Waste	<ul style="list-style-type: none"> Reducing own waste as much as possible. Together with Amsterdam Economic Board (AMEC Board) creating an innovation that will lead to zero waste in the Zuidas and becoming waste circular. 	   

Table 8: An overview of the goals and ambitions per subject of the GBC Zuidas (GBC Zuidas, 2019a)

Goal 17 cannot directly be linked to the ambitions but is the most important as all the work is done through partnership with the participants. Table 9 shows the SDG's the GBC is working on divided between the sustainability aspects.

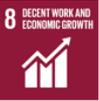
GBC		
Economic aspect	Environmental aspect	Social aspect
  	    	   

Table 9: SDG's of the GBC divided in the different pillars

Combining the information of tables 7, 8 and 9 there can be stated that the GBC is focusing on many SDG's and including all 3 aspects of sustainability. However, the main focus is on environmental aspect which can be seen by the amount of environmental SDG's and the frequency used in table 8. From the beginning of the existence of the GBC the main focus is on environmental aspects, however as the company is growing and now already exists for many years the focus on social aspects is growing.

4.3.2 Cooperation with Amsterdam Zuidas

Amsterdam Zuidas

Department from cluster Ruimte en Economie

Goal: To realize sustainable area development in the region Zuidas

Directly focusing on SDG's:



Amsterdam Zuidas is participant and deputy director of the GBC. This creates a structural cooperation between the parties, which is executed through projects. *“Through the direction of the GBC or the program board we often meet each other”* (van Es, 2020). Both GBC and Amsterdam Zuidas provide knowledge, information, and time. The GBC also sets connections between Amsterdam Zuidas and their participants. Amsterdam Zuidas also provides financial support as annual contribution and when the project contributes to the desires of the municipality, extra financial support is given. This shows that the GBC is influenced by the policies of the municipality and anticipate on this by focusing on the same topics.

Over the years the GBC experienced an increase of trust from the municipality which resulted in more financial support and the regulations were made for the GBC to execute projects easier. *“Without the trust of the municipality in the GBC, the organization would probably be different”* (Imfeld, 2020).

Amsterdam Zuidas values the connections with the participants the most as this cooperation makes it easier to connect to the businesses on the Zuidas. *“We as municipal department can demand the companies to become circular by the year 2030, but the companies would see it more as a demand from the government. Now with the GBC the circular project is something set up by themselves which leads to the companies taking action which is more efficient than if we as a municipality actively pursue it”* (van Es, 2020).

Beside these positive aspects the GBC desires one aspect to be improved regarding the municipality in general. The municipality is very large and divided in many sectors. This makes it difficult for the GBC to have a clear overview of the projects and people in charge. *“Sometimes we need to tell civil servants that they are both working on the same topic in the same area”* (Imfeld, 2020).

4.4 Dakdokters

4.4.1 Aim of the initiative

The Dakdokters is a company that primary focuses on transforming everything that is flat and black into green and something multifunctional (Dakdokters, 2020). This is realized by designing, implementing, and maintaining green roofs. The secondary focus of the Dakdokters is contributing to the welfare of the people and the city.

The company works with different projects which they receive from clients. The Dakdokters contribute to sustainability by only using materials with a positive climate impact. “Overall, we want to leave a situation behind that is more positive than how we found it, using sustainable materials” (Klapwijk, 2020). The aim for sustainability of the Dakdokters can be characterized in the 3 aspects mentioned in 2.1.1, see table 10.

Aspect	Dakdokters
Environment	The Dakdokters environmental aspects are mostly present in the primary processes; <ul style="list-style-type: none">• By implementing more greenery and water in the cities, the dakdokters want to create a climate adaptive city.
Social	The Dakdokters is a social enterprise, shown in the secondary processes of the company; <ul style="list-style-type: none">• Providing areas for people and animals to unwind and feel good.• Providing jobs for people with a larger distance to the labor market, for example an internship.• Providing prosperities to grow for the employees and create a healthy social and reliable work environment
Economic	The Dakdokters is a profit-oriented company. However, they find it important to be financial reliable. This means that on an annual basis the company will only make a 5% profit. From this 5%, half of the money goes into the company as a buffer, 20% goes to shareholders, 20% to the employees and 10% will be invested into a charity. The money that goes to the charity is in form of an investment schools, to provide good education about sustainability and climate adaption.

Table 10: Scoring of the Dakdokters on the 3 aspects

<p>Longer Lifespan Roof A roof ages quickly due to exposure to heat, light and UV radiation. An overgrown roof is cooler than a black roof, it also blocks light and UV radiation, so that the underlay does not age as quickly. This doubles the lifespan of the roof covering.</p> 	<p>Cooling The temperature on a black roof can reach 85 ° C. An overgrown roof, on the other hand, stays around 35 ° C. This has a major effect on the indoor temperature of the building. A green roof can cool the space directly under the roof by 5 ° C. This means less air conditioning is used, which saves energy.</p> 	<p>Buffering rainwater The surplus of paved surface creates high pressure on the sewer system in cities during heavy rainfall. Green roofs act like a sponge and can hold 60 to 80 percent more water than a bare roof. In this way flooding on the street and in the house is prevented.</p>  	<p>CO2 and particulate matter Vegetation can filter particulate matter from the air and convert CO2 into oxygen. Little is known about this for extensive sedum roofs. Research has shown that green roofs are capable of absorbing cadmium, copper, lead and zinc. And the following applies: the more intensive the greenery, the greater the effect.</p> 	<p>Higher efficiency solar panels Solar panels have a higher yield when they are combined with a green roof. Due to the lower temperature on the green roof, the efficiency increases by 6%. An additional advantage is that other plant species settle in the shady places behind the panels.</p> 
<p>Food production Flat roofs can contribute to food production in cities. This is not only good for the environment, but also for the wallet. A reduction in the distance between harvest and consumption means lower transport costs and fresher fruit and vegetables.</p> 	<p>Urban heat island effect The city consists largely of paved and dark surfaces. Because these surfaces heat up and continue to radiate, the 'Urban Heat Island Effect' is created, whereby it becomes up to 5 degrees warmer in the city than outside the city. Due to the cooling effect, green roofs can counteract this effect.</p> 	<p>Biodiversity Green roofs can help preserve or restore endangered animal species and plants, such as birds and bees. They can serve as steppingstones in the city, connecting larger habitat areas such as parks, gardens, dilapidated construction sites, and railway embankments.</p>  	<p>Sound damping Due to their mass, green roofs have a sound-absorbing effect. The hard surfaces that characterize each city are mainly sound-reflecting rather than sound-absorbing. Research has shown that a green roof with 10 cm substrate provides a noise reduction of 5 decibels.</p>	<p>Ethical value Green roofs can make the living environment in urban areas more pleasant due to the view of greenery. The therapeutic influence of nature can lead to the reduction of stress, lowering of blood pressure, reduction of muscle pain and increase positive feelings.</p> 
<p>Education The Dakdokters are structural and active working with MBO-educational organizations to increase the knowledge level of the students. The Dakdokters also do some projects for primary schools, colleges, and universities.</p> 	<p>Honest work The dakdokters wants to provide honest work for their employees and for their customers. De dakdokters find it important that the people have faith in their products and they believe that the concept of green roofs can contribute to an economic growth for whole city.</p> 	<p>Community The ideal picture for the dakdokters is that they can create a community and later a whole city that is sustainable.</p> 	<p>Partnerships The dakdokters is a company that cannot exist on their own. It works in networks and collaborate with many other companies, organizations etc. to achieve their goal.</p> 	<p>Inclusive The dakdokters want to provide workplaces for people with a larger distance to the labor market, with positions like stagier. However, this is complicated due to the dakdokters are working on a specific aspect which requires some expertise.</p> 

Table 11: The ambitions of the dakdokters combined with the SDG's, two top rows; primary processes, bottom row; secondary processes

In table 11 the ambitions of the Dakdokters are connected to the 17 SDG's, except sound damping cannot be connected to any SDG. Giving an overview on the focus of the Dakdokters the SDG's are divided between the aspects in table 12.

Dakdokters		
Economic aspect	Environmental aspect	Social aspect
 	    	   

Table 12: SDG's of the Dakdokters divided in the aspects

The Dakdokters mention to be working on many SDG's however in reality these are not equally achieved. Klapwijk (2020) mentioned that the SDG's 3, 8 and 13 are the most important for the Dakdokters, as the aim is a healthy city for people, animals and nature while striving for honest work. The SDG's 10 and 11 are more a desire than already achieved goals. Moreover, the dakdokters mainly focus on environment and economic aspects.

4.4.2 Cooperation with the municipality as most important stakeholder

Rainproof/Resilio 

Programs set up by Waternet with most important stakeholder the Municipality

Goal: Make Amsterdam Climate adaptive by 2050

Directly focusing on SDG's:



The municipality and the Dakdokters strive for the same goal regarding sustainability. However, both parties do not cooperate directly with each other. *“It is more that we as dakdokters give substance to the ambitions of the municipality, for the municipality we are a kind of partner coming from the business community”* (Klapwijk, 2020). The dakdokters give indirect information to the municipality through innovations. This provides knowledge about the possibilities of green roofs and the municipality construct policies upon these innovations.

The municipality provides an indirect finance support to the dakdokters via a green roof subsidy for the customers of the Dakdokters. *“The municipality has a subsidy scheme, which provides full financial support for 2/3 of the green roofs”* (Klapwijk, 2020).

Beside this indirect structural cooperation there is also an indirect project-based cooperation via a third party, Waternet. The programs Rainproof and Resilio are set up by Waternet after there was concluded that the sewerage systems could not discharge the extreme rainfalls anymore. The municipality is responsible for this problem and Waternet is the executive party that reports back to the municipality. Waternet decided to work with the Dakdokters as the company is a pioneer in the green-roof industry. Goedbloed (2020) mentioned that *“the*

dakdoctors are innovative and created a new concept the polder roof, with this concept more water can be stored”.

The project Rainproof is about creating awareness for the consequences of climate change and the project Resilio is about implementing green-roofs. So, Waternet raises awareness about the importance of the Dakdoctors and provides actual projects to implement green-roofs. Both Waternet and the Dakdoctors are content with the cooperation. However, Klapwijk (2020) mentioned that he experiences a large gap between the policy makers and the executive part of the municipality. Klapwijk (2020) states that in the policies there is a lot of mentioned on achieving sustainability however, there is a lack on implementations.

5. Conclusion & Discussion

To answer the research question 'how are the initiatives in Amsterdam aiming to contribute to the sustainability of the city and how is the collaboration with the local government perceived?' the theoretical framework and results are combined.

5.1 Discussion

Municipality

In 4.1 the goals of the municipality concerning sustainability in Amsterdam are given. It is concluded that the municipality focuses on 8 of the 17 SDG's. With the goal to become the most sustainable city of Europe in mind, focusing on 8 SDG's is not much. However, after scanning policies of other municipality clusters (Gemeente Amsterdam, 2020b) the municipality does focus on more SDG's however they do not classify it under sustainability.

Meerdelen

When the research on Meerdelen was executed, the corporation was not operating. Therefore, the statements made about the focus on sustainability is based upon on the desires of van den Hoven. This means that the outcome can change when the corporation will start operating.

GBC Zuidas

In 4.3 it is concluded that the GBC focuses less on economy compared to environment and society. As GBC is founded by companies with the main focus on economic benefits, this is an unexpected outcome. However, a logical reason for this could be that GBC is founded to change the image of these companies and therefore focuses mainly on environment and social aspects.

5.2 Sustainability

The initiatives can be categorized within the three aspects of sustainability as shown in figure 13. The blue dots in the figure represents the initiatives.



Figure 13: The focus on sustainability per initiative

The initiatives all focus on all three aspects and are therefore located in the middle part of the circles. However, they all do differ slightly from each other. GBC is a foundation and most of their topics focus on environmentally related aspects. The Dakdokters are striving to make trade-offs between all three aspects. However, the company is profit-oriented and it is difficult to include a social aspect due to the specificity of the work. The focus of Meerdelen is mainly

on social aspects by creating a corporation for the community. Overall, the initiatives are similar in ambitions about sustainability, which is confirmed with the SDG's in table 13.

Meerdelen				GBC				Dakdokters			

Table 13: SDG's per initiative

All three initiatives are not focusing on SDG's 1, 2, 5 and 14, see table 14. All three initiatives are not confronted with poverty (SDG 1), life below water (SDG 14) and hunger (SDG 2) on a daily basis and therefore it is logical that these aspects are not included in table 13.

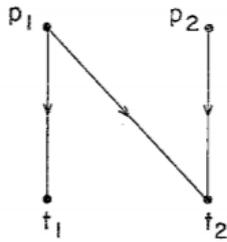
All initiatives mention their focus on reducing inequalities (SDG 10), however, they do not mention gender inequality (SDG 5). This is presumably because they focus on inequality in general and therefore not specifically on gender inequality.

SDG 16 is about peace, justice and strong institutions which is a governmental responsibility. This makes it logical that Meerdelen and the Dakdokters do not focus on this goal. However, the GBC does as it is established by the government.

Meerdelen				GBC				Dakdokters			

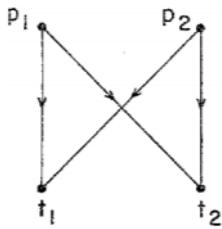
Table 14: SDG's that are not in the ambition per initiative

5.3 Cooperation



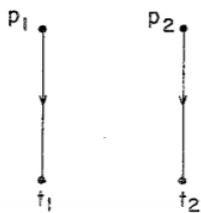
For the cooperation between Meerdelen and the municipality it can be concluded that Meerdelen is depending on the municipality however it is not the other way around, see figure 14. This shows that there is no clear trust and communication. Meerdelen provides as an experiment for the municipality but can be exchanged for another citizen initiative. Looking at the exchange in actual resources the municipality provides knowledge, manpower, ground, and financial support.

Figure 14: Cooperation between eHub (P1) and Meerdelen (P2)



The cooperation between the GBC and the municipality can be defined as a structural collaboration, see figure 15. Both parties need each other to acquire desired resources. There is an actual transfer of resources, knowledge, information, and time from both parties. The municipality also gives financial support and the GBC connects their participants to the municipality. Overall, both parties are content with the collaboration.

Figure 15: Collaboration between Amsterdam Zuidas (P1) and GBC (P2)



For the Dakdokters and the municipality it can be concluded that there is coordination as both parties are aiming to achieve the same goal, see figure 16. However, there is no actual transfer of resources and both parties do not rely on each other. The direct cooperation will always occur through a third party, as in this research that is Waternet.

Figure 16: Coordination between municipality (P1) and Dakdokters (P2)

The main aspect that influences the differences in cooperation is dependency. Meerdelen and the GBC are both dependent on the municipality to require the desired resources. However, the cooperation between the municipality and the initiatives is different due to the dependency of the municipality on the initiatives. Amsterdam Zuidas is more dependent on the GBC compared to eHub on Meerdelen. As for the Dakdokters and the municipality there is little dependency on each other.

5.4 Lesson for planning practice and recommendations

Beside the inductive findings about sustainability and cooperation, a deductive finding was made about the municipality of Amsterdam. All three initiatives mention that there is a large gap between the policy makers and the executive part. The college is very ambitious concerning sustainability while executing this with the residents, shown in 4.1. However, there is lack of policy implementation and guidance for the initiatives. Therefore, the lessons learned for planning practice are about institutional aspects of the municipality and combined with other recommendations, see table 15.

Applicable for	Recommendation
Municipality	As there is a large gap between the policies and the implementation of these policies, it is recommended to actively start thinking about these implementations. To do this the municipality can include initiatives that are already working on these topics for a long period of time. These initiatives have gathered much information and knowledge on the topic sustainability and know which measures are connected to it. By including these initiatives, the implementations also become more credible, as different people from different backgrounds come together to provide an idea about the implementation. This will help new initiatives in the future to clearly see what the municipality is doing about sustainability and how they can contribute to these goals or execute their own ideas and measures.
Municipality	The second recommendation for the municipality is to create a platform for the initiatives which will clearly show all the different departments of the municipality and which department needs to be contacted for which topic. The municipality already has the platform nieuw Amsterdamsklimaat, where many sustainable initiatives are shown on a map. It is recommended to expand this platform by creating a new part where the initiatives can search between the departments so the nieuw Amsterdamsklimaat can function as a mediator between the different municipality departments. Beside this platform it is also recommended to make one or several coordinator(s) which can be contacted via nieuw Amsterdamsklimaat to give extra guidance to initiatives regarding sustainability and contact with the municipality. Hence nieuw Amsterdamsklimaat will then provide online guidance and physical guidance (via the coordinator) for the initiatives.
Initiatives	It is important that the initiatives are a reliable partner for the municipality. For example, Basta mentioned that it is difficult for the municipality to put a lot of faith in small initiatives due to the lack of credibility that it will perform well. Imfeld also mentioned that over the years the trust of the municipality increased which has led to more support. Therefore, it is recommended to make a cooperation agreement between the initiatives and the municipality when subsidies or other resources are exchanged. These cooperation agreements can be project based or for structural cooperation. Overall, this will create trust and dependency between the initiatives and the municipality which will have a positive influence on the cooperation.

Table 15: Recommendations

5.5 Reflection and future research

This research consists of a small number of samples and is specific per initiative and in the geographical context. Therefore, it is not possible to make a generalization of the results on what the aims are for a NGO, Business and Citizen initiatives and how the cooperation is defined with the municipality. Therefore, the recommendation for future research is to perform the same research on a large scale to see if the assumptions made in 5.1 and 5.2 can be generalized. Furthermore, future research could also look into how and if the cooperation with initiatives achieves more sustainability for the city compared to the municipality working on its own.

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Appendix A - Interviews

Introduction

Welcome, first I would like to thank you for participating to my research. We already had contact via the mail or telephone where I explained a little bit about my research but to refresh your memory, I will give a little introduction before we start with the interview. So, in my research I would like to find out the aims from different initiatives concerning sustainability in Amsterdam. I chose 3 different types of initiatives, a citizen initiative, a business initiative, and an NGO initiative. This selection was made because there are many differences between them e.g. the amount of resources available, the amount of people working on the initiative, if the initiative is profit-oriented or not etc. However, searching for the aims per initiative is not the only thing I want to do research about. I am also doing research on how the collaboration is with the local government of Amsterdam regarding these initiatives. Do you have any questions about my research?

Before we start, I would like to ask you to agree with the participation agreement to make sure I can use your answers for my research. Is it alright to mention your name in my research or would you like to stay anonymous? So, this interview will take about 45 minutes. Before we start, it is alright if I record the interview so I can make a transcript of the interview for the analyses?

Main questions

Can you tell a little bit about yourself and your organization?

- What is your position in the organization?
- How long does your organization exist?
- How many people work in the organization?

What is the objective of your organization?

- What do you want to achieve with your organization?

As ... is the objective of your organization, what are the projects to try to achieve this goal?

- What is your role in these projects?
- How many people are involved?

In the literature there are many different definitions given for the concept sustainability, however how do you define the concept sustainability?

- What does the concept sustainability mean to you?

You mentioned that sustainability means ... but do you think sustainability is also related to social, environment and/or economic aspects and if so how does your organization contribute to this?

- Social aspects?
- Environmental aspects?
- Economic aspects?

Beside these three aspects the United Nations created 17 sustainable development goals. Have you heard from these goals?



- These are the goals; To which of these goals do your activities contribute and how?

You say that your organization is working on ... goals. Which goals are the most important for your organization?

So as you mentioned before, your organization cooperates with the local government, how do you perceive this cooperation?

- In which way is this, for example only per project or is there a structural cooperation?
- Is there one municipal department you work most with, and which one is that?
- Does the municipality has influence on the choices you make in the organization?
- What does the municipality offer you in the cooperation, for example subsidies, ground, knowledge, manpower?
- And what do you offer in the cooperation?
- Is the municipality involved by the choices you make in the organization?
- Has the policy of the municipality influence on your organization, if so how?
- Provides the cooperation new possibilities (if so, which one) and/or hinders the municipality you (if so, how)
- If the cooperation would not exist, would this make it more difficult for you to realize your goals?

You mentioned ... about the collaboration between your organization and the local government however would you like to change anything about the collaboration?

- Can the collaboration be improved, if so, what would you like to change about it?
- If the collaboration would be different, would the organization be different?

Closing

So, If I can make a small conclusion of the interview these are the main goals of your organization and these are the main aspects of the cooperation between your organization and the local government, is this correct? Would you like to add something else regarding the interview?

Do you have any questions for me?

Thank you so much for taking the time and answering all my questions. You can always contact me via email if you have any questions about my research or the data you given. Would you like me to send my final report after I am finished?

Interview local government

Introduction

Welcome, first I would like to thank you for participating to my research. We already had contact via the mail/ phone where I explained a little bit about my research but to refresh your memory, I will give a little introduction before we start with the interview. So, in my research I would like to find out what the aims are from different initiatives concerning sustainability. I chose 3 different types of initiatives, a citizen initiative, a business initiative, and an NGO initiative. This selection was made because there are many differences between them e.g. the amount of resources available, the amount of people working on the initiative, if the initiative is profit-oriented or not etc. However, searching for the aims per initiative is not the only thing I want to do research about. I am also doing research on how the collaboration is with the local government of Amsterdam regarding these initiatives. Do you have any questions about my research?

Before we start, I would like to ask you to agree with the participation agreement to make sure I can use your answers for my research. Is it alright to mention your name in my research or would you like to stay anonymous? So, this interview will take about 45 minutes. Before we start, it is alright if I record the interview so I can make a transcript of the interview for the analyses?

Main questions

Can you tell a little bit about yourself and the department you work at?

- What is your position in the department?
- How is your organization structured?

What is the role of your department?

- What are the main objectives of your department?

What are the projects, measures and instruments of your department to achieve the objectives?

What are the goals of your department regarding sustainability?

In the literature there are many different definitions given for the concept sustainability, however how do you define the concept sustainability?

- What does the concept sustainability mean to you?

You mentioned that sustainability means ... but do you think sustainability is also related to social, environment and/or economic aspects and if so, how does your department contribute to this?

- Social aspects?
- Environmental aspects?
- Economic aspects?

Beside these three aspects the United Nations created 17 sustainable development goals. Have you heard from them before? Are you using them in your department?

SUSTAINABLE DEVELOPMENT GOALS



If you take a look at them, which goals are most relevant for your department?

Your department collaborates with ..., on which level do you collaborate with them?

- For example, more project based or is there a structural cooperation?
- What do you provide in the cooperation, subsidies, ground, knowledge, manpower etc.?
- What does the initiative provide to you?
- Provides the cooperation more opportunities (if so, which one?) or is the cooperation something that give more hinders (if so, which one?)
- If the cooperation would not exist, would this make it more difficult for you to realize your goals?

You mentioned ... about the collaboration between your department and the initiatives however would you like to change anything about the collaboration?

- Can the collaboration be improved, if so, what would you like to change about it?

Closing

So, If I can make a small conclusion of the interview these are the main goals of your organization and these are the main aspects of the cooperation between your organization and the local government, is this correct? Would you like to add something else regarding the interview?

Do you have any questions for me?

Thank you so much for taking the time and answering all my questions. You can always contact me via email if you have any questions about my research or the data you given. Would you like me to send my final report after I am finished?

Appendix B – Color coding

Themes Initiative

- Goals organization
- Current projects
- Definition concept sustainability
- Social, economic, and environmental aspects
- 17 Sustainable development goals
- Cooperation, structural/ projects based → who initiates the cooperation
- What offers the municipality in the cooperation and what offers the initiative
- Policy municipality influence
- Municipality influence choices and is the municipality involved in making the choices
- Obstructions and possibilities due to the municipality
- Cooperation influences the ability to achieve the desired goals
- Improvement of the cooperation

Themes Municipality department

- Goals municipal department and what type of department is it?
- Projects, measures (policy) and of/ instruments
- Definition concept sustainability
- Social, economic, and environmental aspects
- 17 Sustainable development goals
- Cooperation, structural/ projects based → who initiates the cooperation
- What offers the municipality in the cooperation and what offers the initiative
- Obstructions and possibilities due to the municipality
- Cooperation influences the ability to achieve the desired goals
- Improvement of the cooperation

Appendix C – Informed consent



university of
 groningen

faculty of spatial sciences

research ethics committee
**Agreement to
 participate**

in (bachelor) research project: Bachelor thesis

Title: Striving for a Sustainable Amsterdam

Subtitle: The cooperation between initiatives concerning sustainability and the local government

- I have heard the information of this present research project and I understand it.
- I have had the opportunity to discuss this study. I am satisfied with the answers I have been given.
- I understand that taking part in this study is voluntary and that I have the right to withdraw from the study up to three weeks after interview, and to decline to answer any individual questions in the study.
- I understand that my participation in this study is confidential. Without my prior consent, no material, which could identify me will be used in any reports generated from this study.
- I understand that this data may also be used in articles, book chapters, published and unpublished work and presentations.
- I understand that all information I provide will be kept confidentially either in a locked facility or as a password protected encrypted file on a password protected computer.

Please circle YES or NO to each of the following:

I consent to my interview being audio-recorded YES / NO

I wish to remain anonymous for this research YES / NO

If YES

My first name can be used for this research YES / NO

OR

A pseudonym of my own choosing can be used in this research YES / NO

“I agree to participate in this individual interview and acknowledge receipt of a copy of this consent form and the research project information sheet.”

Signature of participant: _____ Date: _____

“I agree to abide by the conditions set out in the information sheet and I ensure no harm will be done to any participant during this research.”

Signature of researcher: _____ Date: _____