Beneficiario

Municipality of Ravenna
Italy

Partner developer

Municipality of Ferrara
Italy

Municipality of Mantova
Italy

Municipality of Amaroussion
Development Company
Amaroussion

Partner reference

Coordination Local Agende 21
Modena - Italy

City of Dresden
Germany

City of Heidelberg
Office of Environmental Protection,
Energy and Health Promotion
Germany

Municipality of Vaxjo
Sweden

Project realized with the contribution of the European Commission

LIFE- IDEMS Project
(Integration and Development of Environmental Management Systems)

October 2005 - May 2009

General Objectives of the Project:

Through the experimentation carried on by the Authority partners, the project defined a reference model that, starting from the specific features and needs of a Public Authority, allows integrating the Environmental Management Systems and the methods of Environmental Accountability, EMAS (Eco-Management and Audit Scheme) and CLEAR (City and Local Environmental Accounting and Reporting) respectively, to constantly improve the Urban Environmental Management.
The planning activity allowed to:

- plan and apply the guidelines for the implementation of the Integrated Environmental Management System and for getting EMAS registration for the three Developer Cities;
- identify recommendations that can be useful for EMAS implementation within the Urban Areas and that represent a contribution for the revision of EMAS Regulation;
- provide the European Committee functional information for the implementation of Environment Urban Management Plans, as scheduled by the Communication of the European Committee "Toward a Thematic Strategy on the Urban Environment";
- promote the exchange of knowledge and good practices between the Beneficiary, the Developer Cities, the Reference Cities and their respective network;
- guarantee the effectiveness of the Environmental Government, avoiding the proliferation of Environmental Management Tools;
- set up a functional method for monitoring the requirements and the commitments undertaken with the Aalborg Commitments.

The tools at the basis of the model

The tools concerning Regulations, such as EMAS, ISO 14001, and methodologies of Environmental Balance and Accountability, such as CLEAR (link:www.life-clear.it) and *eco*BUDGET (Link: www.ecobudget.it) represent important contribution for the challenge towards the innovation within the Environmental *governance* of Local Authorities.
In Chapter 2 of the guidelines, the innovative significance of these tools is widely discussed. It concerns all phases of the complex processes that Authorities have to manage: from a further internal structuring of the Environmental Management to a consolidation of the ability of action and re-action, to the environmental criticisms that merges and that have to be faced for a proper govern of the territory.

At the beginning, the "Developer" partners are already provided at least with two of them.

Municipality	EMAS	ISO 14001	CLEAR	*Eco*BUDGET
Ravenna			✔	✔
Amaroussion	✔			✔
Ferrara			✔	✔
Mantova		✔	✔	

The IDEMS Model: "11 Points" as tool of innovation and effectiveness of the public management

The three tools of sustainability at the base of IDEMS experimentation directly bear on the organizational structure, therefore their functionality has to be assessed in the course of time and acknowledged also in all the scheduled steps to achieve the Environmental Certification (EMAS or ISO 14001) or to provide with an Environmental Balance.
After this first phase that, in the analyzed experiences appears as the first mandatory step, another one has to be started (that can be defined *"of consolidation and use as innovative engine"*). During this latter phase, the instrument no longer has to be an experimental project but must consolidate the technical structure of the Authority.
The IDEMS project, starting exactly from this hypothesis individuated **11 POINTS**, symptomatic for another equal number of particular aspects and within the guidelines it allows and aims at giving solution to criticisms pointed out and ascertained by partners, for the application of each single tools and for the application of the integrated system:

- Overcome difficulties to integrate environmental problems within the decisional process inside the Authorities;
- Selection and setting up of database and set of indicators, reliable targets, to monitor the outputs of policies and of improvement objectives;
- Identification of tools of continuous communication between the organization and politics sphere, to address this latter one for the adoption of improving plans based on the approach of Plan-Do-Check-Act;
- Implementation of tools or procedures of constant networking with the stakeholders and with Agenda 21L;
- Integration of the environmental balance requirements of EMAS system.

The 11 Points do not represent general principles, not even operative guidelines on which to set up EMAS, CLEAR, or *eco*BUDGET (they all have their book).
Instead, they are specific operational indication on how to manage each sub-process involved in different systems, so that there is **a greater general coherence and a higher quality of public management** and on how to improve the effectiveness and the integration of the existing systems, in the perspective of qualification of the Public Administration.
For this reason the model places the 11 Points on three different decisional level that characterize the activity of the Local Authorities: the strategic level, the operative level, and the organizational level.

Guidelines for the IDEMS model

The IDEMS Model approaches the integration of methodologies with the definition of Guidelines instead of a standard that enunciate the requirements to guarantee the standardized quality at each phase of the process or sub-process. The functional interaction of the three tools is thought conforming to the functional modalities and to the organizational or managerial needs of the Local Authorities and to the challenges of the thematic strategy of the urban context and of the Aalborg Commitments. It has the objective of stressing the training of leader and officer groups with a managerial culture, renewed and reinforced.
For each Point, there is a description of:

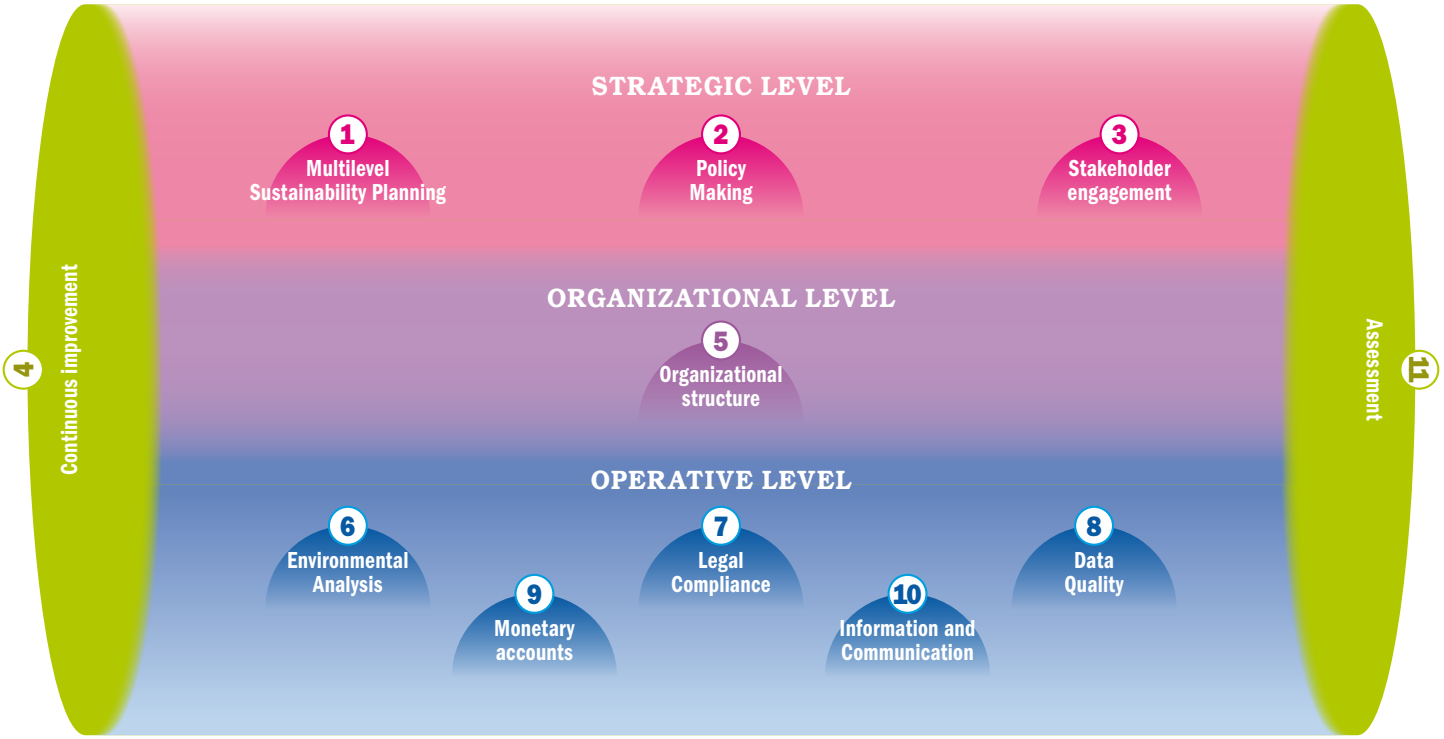
- The involved **governance** level: strategic, operative, and organisational. .
- The **relevance** of the Point with respect to the three instruments, with respect to which it can be: ++ indispensable - + important - - unnecessary.
- The **relevance** of the Point for the implementation of other sustainability systems.
- The **objectives** of the key elements of the Point.
- It shortly describes the object of the Point and on what its description wants to have an insight (**What it is**).
- **Why** there are motivations at the basis of the choice of each specific Point, indicating to which criticisms or difficulties encountered by the Authority it aims at answering, or simply the motivations if its importance in the development of an integrated system (**Why**).
- A list of the requirements pointed out during the IDEMS project as key elements for "doing better and acting integrated" with respect to what planned by the initial instruments (EMAS, CLEAR and *eco*BUDGET). For each requirement, there is a description of **Targets of the requirement**, **What to do or what to avoid** and **How to do**.
- **Operative examples**: In this section, some operative suggestions are presented. They originate from the experience of the project partners or from other Authorities that find evidence to the indications.

Operational Coordination
ERVET Development Office
of Emilia Romagna Region
www.ervet.it

ICLEI Local Governments
for Sustainability
www.iclei-europe.org
INDICA Srl
www.indicanet.it

Guidelines and the whole documentation on the integration of instruments experimented by developer partners can be downloaded at *www.idems.it*

Representation of the IDEMS model



A synthetic and schematic guide to the contents of the 11 Points

Here below, the schematic representation of the 11 Points. Points are deepened discussed within Guidelines, especially for what concerns indications on "what to do", "how to do" and on "operative examples" that are particularly detailed.

Point 1: Coherent multilevel sustainability planning

LEVELS	
STRATEGIC	X
OPERATIVE	
ORGANISATIONAL	

Relevance of the Point		This Point is also useful for...	
EMAS	+	· Local Agenda 21	· Aalborg Commitments
CLEAR	+	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	+	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

This Point deals with a public Authority's *governance* and considers two important issues:

1. The relation with higher authority bodies and with other territorial public and private entities involved;
2. The integration of the social-economical aspects with the environment's management system, dealing with the related existing clashes.

Requirements for "doing better and wholesome"

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Assure continuous multilevel planning	Ensure the coordination between the City Council's policies and the upper hierarchical bodies indications.
Major encoding of the connection with the reporting and utilities' EMS	Ensure that the *utilities*' and territorial service managers' activities are in accordance to the administration's policies and targets.
Defining the ways of relating to the neighbouring cities	Create a government policy adopted on homogeneous and adjacent territories.
Integrate the environment and the social and economical variable	Extend the environmental management also to other sustainability environments, thus obtaining a major balance between the policies and the Authority's activities.

Point 2: Policy making and connection with the strategic planning

LEVELS	
STRATEGIC	X
OPERATIVE	
ORGANISATIONAL	

Relevance of the Point		This Point is also useful for...	
EMAS	+	· Local Agenda 21	· Aalborg Commitments
CLEAR	+ +	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	+ +	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

The *policy making* is that process through which a Authority defines its own short, medium and long-term environmental policies, taking into account the context where it operates and the possible social, economical and environmental effects its own choices will have on the territory.

The problems related to this process are various and in particular:

- Reduced integration of the environmental policies with the strategic planning and with other fields of the public administration (mobility, construction, etc.);
- Difficult "translation" of the environmental policies into subsequent and verifiable targets and actions;
- Difficulties in connecting the Authority's environmental policies with the management performances of the local participating agencies.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Technically supporting the decisions	Define the necessary information fundaments and the starting elements to be considered when defining the environmental policies.
Defining the environmental policies from a strategic point of view	Elaborating environmental policies of strategic value spanned beyond the administrative mandate that can be realised through a coordinated system of medium-short-term target.

Point 3: Stakeholder Engagement

LEVELS
- STRATEGIC X
- OPERATIVE
- ORGANISATIONAL

Relevance of the Point		This Point is also useful for...	
EMAS	+	· Local Agenda 21	· Aalborg Commitments
CLEAR	+ +	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	+ +	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

The *Stakeholder Engagement* is the commitment of making its own the principle of inclusiveness, that is acknowledging the stakeholders' right of being listened to and accepting the commitment of reporting the own activity and choices (AA1000SES, 2005). In case of a public Authority, including concerns primarily the decisional processes and the delicate balance between proxy democracy and participation democracy. The Point 2 –Policy making- defines the requirements regarding the typical processes of the representative democracy, while this Point deals with the inclusive decisional processes that define the requirements for efficiently engaging the stakeholder into the institutional activity of the Authority.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Projecting and planning the engagement	Organise the engagement process, defining the methods of carrying out and the necessary abilities
Feedback and measure	Effectively integrate the stakeholders' suggestions and proposals and improve the engagement process

Point 4: Continuous improvement

LEVELS
- STRATEGIC X
- OPERATIVE X
- ORGANISATIONAL X

Relevance of the Point		This Point is also useful for...	
EMAS	+ +	· Local Agenda 21	· Aalborg Commitments
CLEAR	+	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	+	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

For discussing Point 4, useful reference can be made to what stipulated by EMAS. In EMAS, the continuous improvement is defined as the process allowing improving the measurable results. Measurable results concern the management of significant environmental aspects according to the environmental policy and objectives and to the environmental *targets* established by the Organization. Such improvement of the results does not necessarily have to simultaneously encompass all fields of activity. In summary:

- The object of the improvement is the management of all those environmental aspects considered significant (therefore different from one reality to another), on the basis of the elements above mentioned (policy and environmental target);
- The results must be measurable, therefore the improvement program must associate an indicator to every objective;
- The improvement has to be quantifiable on a periodic frequency, but the improvement's objectives may be distributed in time according to the field they're concerning of (not necessarily simultaneous improvement); it is than about articulating the improvement's programming in short and long-term objectives.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Clarity on the hinge elements of the improvement	Specify without ambiguity clear reference elements on which to base the definition of the improvement objectives.
Activate an appropriate monitoring to allow control of the improvement's proceeding	Provide for operative instruments to make effective the control on the action effectiveness and therefore on the reaching of the pre-fixed target. It is particularly the case of the opportunity/necessity to turn to indicators to associate to diverse documents different time objectives.
Explicit the reviewing criteria	Guarantee transparency to the action with which objectives and improvement programmes are redefined, through the elucidation of modalities and tools internal to the Administration and external towards the stakeholders.

Point 5: Organisational criteria and structure

LEVELS
- STRATEGIC
- OPERATIVE
- ORGANISATIONAL X

Relevance of the Point		This Point is also useful for...	
EMAS	+ +	· Local Agenda 21	· Aalborg Commitments
CLEAR	+	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	+	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

This Point regards the organisational choices that an Authority must deal with, to efficiently develop the environmental management and accounting system.
The choices interest the differentiation of the roles and responsibilities (for example, who and how shall I involve?), the whole workgroup and staff organisation (for example, centralised rather than responsibility decentralised system, methods integrated with those of an eventually existing quality system, etc.).

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Identifying the political and technical capacities	Identifying and emphasize political and technical competences.
Guarantee the political commitment and the consolidation of the political abilities	Guarantee the system's political support and make it reinforcing and improving its technical structure.
Formalise the competences and the responsibilities	Transpose the system's roles and responsibilities onto formal papers.
Progressively involving the structure, using the existing competences	Structure the responsibilities increasingly the consolidation and development of the system.

Point 6: Environmental Review

LEVELS
- STRATEGIC
- OPERATIVE X
- ORGANISATIONAL

Relevance of the Point		This Point is also useful for...	
EMAS	+ +	· Local Agenda 21	· Aalborg Commitments
CLEAR	+	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	+	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

It is a process for periodically analysing the local Authority's activities with regard to the environmental state of the administered territory and to the environmental impacts related to its own personnel activities. The analysis may be optimised with respect to the demands and characteristics of the activity carried out by the local Authority.
The environmental review has a crucial role in two distinct moments of the system's functioning, that we consider two phases of the same unique process:

1) Initial environmental review;
2) Periodic assessment and evaluation of the environmental aspects.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Focus on the indirect environmental aspects	Deepen the analysis of the environmental aspects that are indirect, central, and fundamental for the Public Authority.
Link to the decisional process	Promote the integration of the technical results, consequential to the environmental review, with political needs.
Identifying the trade-offs	Acknowledge the possible situation of conflict with the environmental policies.
Organisational methods for the Environmental review	Structure the process of environmental review.
Analysis by responsibility fields (or legal competence field)	Clearly identify the environmental relapse of the activities carried out by the Authority
Periodical data update	Create synergies among the various instruments when using the environmental data.

Point 7: Legal compliance

LEVELS
STRATEGIC
OPERATIVE X
ORGANISATIONAL

Relevance of the Point		This Point is also useful for...	
EMAS	+ +	· Local Agenda 21	· Aalborg Commitments
CLEAR	+	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	+	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

The legal compliance configures as an essential requirement so that the Authority can be in the conditions of putting into effect and reporting its own environmental policies.
The identification of the legislative prescriptions (understand what is applicable to the Authority) and their evaluation (understand the position of the Authority concerning the individuated conformities) are the two basic elements this Point is based on.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Legal prescriptions and competences identification	Identify the legislation enforceable to the Authority, using the same structure of the environmental review and endowing with a specific database/register with formalised updating.
Evaluation of fulfilments and competences	Distinguish the compulsory legislation from the voluntary one

Point 8: Data Quality

LEVELS
STRATEGIC
OPERATIVE X
ORGANISATIONAL

Relevance of the Point		This Point is also useful for...	
EMAS	+ +	· Local Agenda 21	· Aalborg Commitments
CLE AR	+ +	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	+ +	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

This Point concerns a very large and complex subject: all organisations that manage or use data constantly are concerned of their quality and therefore methodologies, standards and protocols are defined in order to make the information surer and more reliable. Are identified some minimal requirements for ensuring:

- The possibility of environmental performances confrontation in time (from one year to another) and in space (between different Authorities), particularly through the use of shared systems and encoded for the data collection and management;
- The reliability of the external data with respects to the administration (for example on water and waste management);
- The reliability of the data originating from non-homogeneous sources;
- The information quality even when the standard methodologies for calculating some of the parameters do not exist.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Choose the necessary key indicators	Individuate the key indicators for describing the key environmental performances of the Authority.
Define clear methods for data collection	Simplify the collection and improve the traceability of the environmental data
Implement a data management system	Create a reliable database
Evaluate the data	Correctly interpret and use the information brought by the data

Point 9: Monetary accounts

LEVELS
STRATEGIC
OPERATIVE X
ORGANISATIONAL

Relevance of the Point		This Point is also useful for...	
EMAS	–	· Local Agenda 21	· Aalborg Commitments
CLEAR	+ +	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	–	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

Point 9 concerns methods of accounting the expense sustained by the Authority for the local environment governance and in particular for carrying out actions defined by the management system.
According the CLEAR methodology, environmental are those expenses sustained for the activities of: pollution prevention, reduction, elimination and monitoring, for the environmental restoration and more generally for the sustainable management of the territory. EMAS and *eco*BUDGET do not stipulate equivalent activities.
This approach represents an adaptation to the local Authority's informative and managerial needs of the environmental accounting instruments that Eurostat defines at the European Community level. The European Statistics Institute has in fact developed the SERIEE system (Système Européen de Rassemblement de l'Information Economique sur l'Environnement) and its satellite account for the environment protection expenses EPEA (Environmental Protection Expenditure Account) in order to consent the member states collecting and classifying in a homogeneous way the economic information on the environment.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Re-read the economical balance	To analyse the ordinary balance in order to identify the expenses the institute meets for carrying out the Environmental program activities and more generally to put into effect its own sustainability policies.
Connect the system to the ordinary programming and control instrument	Connect the methods for surveying the management system's expense to the ordinary programming and control instruments of the Authority.
Develop models of estimate (optional)	Develop the forecast scenario (economical and physical) to support the policy making phase and monitor the results of the applied policies related to the strategic environmental policies, particularly those related to environmental highly critical situations or with strong elements of social and economical clashes.
Evaluate the natural resources patrimony (optional)	Estimate the economical value assignable to the natural resources on the administered territory

Point 10: Communication and information

LEVELS
- STRATEGIC
- OPERATIVE X
- ORGANISATIONAL

Relevance of the Point		This Point is also useful for...	
EMAS	✚✚	· Local Agenda 21	· Aalborg Commitments
CLEAR	✚✚	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	✚✚	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

The Point 10 concerns the environmental information and the communication of the Authority's performances both internal and external.
The information is connected to the institutional duty of a body to make available and accessible all the managed environmental information, in compliance to what established of the first pillar of the Aarhus Convention and its relative applied measures.
The communication regards instead an Authority's capacity of reaching its own internal and external *stakeholders*, giving them the relevant information in a comprehensible and efficient way.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Guarantee the access to the environmental information	Guarantee the freedom of access to the information relative to the environment and in possession of the public authorities and to their diffusion (first pillar of the Aarhus Convention)
Realise an effective communication	Increase the knowledge, awareness and dialogue ability on environmental issues of the stakeholders internal and external to the Authority.

Point 11: Assessment

LEVELS
- STRATEGIC X
- OPERATIVE X
- ORGANISATIONAL X

Relevance of the Point		This Point is also useful for...	
EMAS	✚✚	· Local Agenda 21	· Aalborg Commitments
CLEAR	✚	· Green Public Procurement	· Social/Sustainability balance-sheet
*eco*BUDGET	✚	· Reporting/indicators of the environment condition	· Urban environment management plans

What it is

A continuous improvement process cannot be extraneous to a periodical verifying of the choices, the pre-established targets and of the actions carried out for reaching them; only the control and the monitoring allow detecting the eventual abnormalities or malfunctions of the created system as well as finding out if it guarantees the highest efficiency.
The methods of verification are various. Among them: Self assessment, *Peer review* (assessment between peers, for example between Local Bodies), Independent assessment (done by experts), Formal audit (the one stipulated by EMAS and ISO 14001), Compliance to the law (verifying the compliance to the regulations in use).
The aspect of the verifying and evaluation processes comes out as an aspect subject to reinforcement and improvement for what concerns the three instruments, particularly in the light of the local bodies specificity.
If the formal audit performed by an external subject (like in the EMAS case) gives on one side the highest guaranties for impartiality, on the other side it risks to represent a control system too restraining and stiff, discouraging the public administration in adopting voluntary instruments that reveal being, at the bottom line, more difficult than the compulsory one. Generally, the verifying mechanism should be strongly adapted to the administrative context: for example, the costs and timing of the visits might be reviewed; or the method of verifying among peers (peer-review) that has the advantage of knocking down the traditional scepticism towards the indications coming from above.

Requirements

REQUIREMENTS	TARGETS OF THE REQUIREMENTS
Unite the whole of the verification and assessment processes	Ensure that the internal Authority's instruments for the verifying activities build up a coherent and complete whole with regard to the Authority's structure and functioning.
Ensure usability and effectiveness of assessment data and indicators	Guarantee the completeness and effectiveness of the data and indicators supporting the assessment processes (see Point 4).
Make effective the use of the results at technical and political level	Ensure the beneficial and effective use of the checks both at technical and political level.

EMAS as a container for the IDEMS Model

In the analysis of the integrations between Environmental Accounting and EMAS there is, on one side the EMAS requirements rigidity, putting precise confrontation landmarks, and on the other side more methodological proceedings that may be defined as Environmental Accountability. As it is already well known, the instrument Environmental Accountability by itself is not yet standardised and is developed with quite different methods.
While EMAS and ISO 14001 have a specific reference standard, whose requirements have to be evaluated by auditors, CLEAR and *eco*BUDGET define operational methodologies that are effective but do not undergo auditors evaluation.
It is obvious that with such a various and complex "toolbox" the password should be "synergy". The theory of EMAS as a container will be analysed, while still keeping the requirements of the Regulation, the synergies with other voluntary instruments: the local Agenda 21 and the Environmental Accounting, also seen from the interesting political direction the European Commission engaged into and let know during the communication on the Urban Strategy. The summary of this approach is expressed by answering the six macro demands highlighted by partners.

Six demands, six practical answers: an operative synthesis of the 11 Points

The experimentation of the Authority partners for setting up the model of the 11 Points allowed to outline a second interpretation that identifies the main needs and the functional and operational demands typical of a Local Authority. It also allowed combining a practical guide to the points of specific reference, to answer to six specific demands.

1) I NEED TO FORMULATE POLICIES BASED ON THE CRITICAL SITUATIONS ON THE TERRITORY, COHERENTLY WITH THE ACTIONS OF OTHER POLITICAL SUBJECTS AND WITH THE SOCIAL-ECONOMICAL CONTEXT (2,1,6,7)

What shall I do?

Individuation of the environmental critical situations and planning of the activities in a coherent manner with the other political subjects, with the social-economical reference context, starting with the need to guarantee the compliance to the regulation in force.
In order to guarantee to this activity the highest effectiveness, it is important to start defining the action strategies (also the political ones) based on the existing critical conditions on the territory (Point 6). It is as well important that such strategies transpose into concrete actions, coherent with the principles of other territorial governing Authorities (public and private) and with the territorial social-economical aspects (Point 1). This ensures the possibility of reporting on position with regard to the regulations (Point 7).

How can a system based on voluntary instruments be of help?

PHASE	EMAS	CLEAR	*Eco*BUDGET
Individuation of the critical situations/conditions	Environmental Review	Absent (RSA)	Absent
Individuation of the objectives	Environmental Policy, AAI	Explicit the policies and analysis of the programmes, political documents and Accounts, Plan approved by the institutional bodies	Build up with technicians of the Environmental Program
Planning of the activities	Environmental Program	Estimate Balance	Environmental Program

2) I NEED TO SET UP A CHECK OF THE EFFECTIVENESS AND OF THE POLICIES VALIDATION AS WELL AS OF THE SYSTEM AS WHOLE ACTIVATED FOR CARRYING THEM OUT (11,4)

What shall I do?

Setting up a system structured for the checking of the effectiveness of the carried out action in support to the policies, making explicit the revision criteria.

The whole of the actions developed for reaching certain environmental objectives is called process of improvement of the organisation's *performance*. For making such results verifiable, it is important to implement a system of balance reporting.

Only a periodic check of the adequacy of choices, of the pre-fixed objectives, and of the relative actions allows adjusting eventual abnormalities and inadequacies of the management system as a whole.

The process of improvement must identify in a univocal manner the institutional documents and proceedings to which refer in order to achieve operative methods. An exhaustive programming would have to be sub-divided in quantitative objectives, actions, responsibilities and timetable, to the environmental indicators to be used for the checking of the degree of target achievement it is advisable to aside managerial indicators. The environmental balance (*eco*BUDGET) may make use of the reporting phase of the Environmental Program.

How can a system based on voluntary instruments be of help?

PHASE	EMAS	CLEAR	*Eco*BUDGET
Planning of the activities	Environmental Program	Estimate balance	Environmental Program (masterplan)
Periodical check	Audit and re-examination	Final balance	Final balance

3) I NEED TO HAVE AT THE DISPOSITION RELIABLE DATA THAT MAY BE DIFFUSED WITH TRANSPARENCY AND THAT ALLOW ME TO DEFINE TRENDS (8, 9)

What shall I do?

Define a system of environmental data management that guarantees appropriate quality standards for what concerns reliability, traceability and reiteration. Possibility of quantifying from a monetary point of view the expense related to the environmental interventions.

The problem of the data quality is crucial for the development of any system based on the sequence Plan-Do-Check-Act-Reporting that requires a constant support of reliable, repeatable data and with characteristics that allow the use and communication at the interior and exterior of the authority, considering the diversity of the interlocutors.

An effective individuation of the data and indicators on which to set up a system must be functional to multiple uses: - Monitor the activities and the environmental aspects; - Evaluate the result of the policies, objectives and targets; - Describe the environmental state; - Communicate their own performances to politicians or external *stakeholders*.

The key indicators, to be used as instruments of strategic control and of communication with the exterior, must be few (indicatively not more than twenty), clear, scientifically valid, unequivocal, based on traceable data and shared with the *stakeholders*.

How can a system based on voluntary instruments be of help?

PHASE	EMAS	CLEAR	*Eco*BUDGET
Survey and measurements	Environmental performance indexes	Set of indicators	Set of indicators
Monetary reporting	Absent	Classification of the expenses	Absent

4) I NEED TO INVOLVE THE STAKEHOLDERS INTO POLITICS (3)

What shall I do?

Define in a clear manner the principles and criteria on the base of which proceed to including in an effective way the various stakeholders in the institutional activities.

The involvement of *stakeholders* is with innovative methods for the definition of the strategies to pursue (processes of the local 21 Agenda) and of the methods for achieving them. The Public Administration is called to involve not only subjects with whom it already has consolidated relations (professional associations, control authorities, other administrative subjects) but with new subjects generally not directly involved through institutional processes.

This demand, well represented in the *Stakeholder Engagement* Standard of the Serie AA1000, is central for the Public Administration, where it is specified that:

- The democracy is not expressed only through the vote: it needs commitment for opening new spaces of democracy and think of new methods for reducing the clashes;
- One assists to an increase of the particular instances of the various interest-holders that cannot be ignored;
- There is an increased necessity of a political answer and of a general interest rebuilding.

How can a system based on voluntary instruments be of help?

PHASE	EMAS	CLEAR	*Eco*BUDGET
Include the stakeholders	Criteria adopted for evaluating the environmental aspects (Environmental Analysis) Involvement of the personnel	Inclusion of the stakeholder in the formulation of the policies and in choosing the indicators	Stakeholders can be involved in different phases depending on the initial planning. Involvement during the definition of quantitative targets is highly recommended.
Management of the results of the process of inclusion	Environmental Declaration	Final balance and estimate balance	Final balance and estimate balance

5) I NEED TO EQUIP MYSELF WITH AN ORGANISATIONAL STRUCTURE BETTER DEFINED AND IN THE MEAN TIME MOTIVATE THE AUTHORITY'S PERSONNEL (5)

What shall I do?

Take care of motivating the authority's own personnel by also making the most out of the organisational structure in charge of the environment management by the staff schedule.

A good organisation must stipulate the individuation and involvement on a double level, political and technical.

The organisation of the personnel in charge of governing a process is fundamental for the quality of the process itself. It is likewise important, the individuation of the roles and responsibilities (and their formalisation) as well as if effective methods of involvement and motivation of the personnel are central aspects of any management system, above all in the start up phase.

How can a system based on voluntary instruments be of help?

PHASE	EMAS	CLEAR	*Eco*BUDGET
Structure and responsibility	Define a "Leadership" and its Representative (Leadership Representative or EMAS Responsible) - Functioning schedule of the Environmental Management System	It is implicit to the activation of the approval process (assembly, commissions, council)	Implicit to the activation of the process
Internal motivation	Internal training program and relative procedure that stipulates the methods	Implicit to the activation of the process	Implicit to the activation of the process

6) I NEED TO BETTER COMMUNICATE AND INFORM MY CITIZENS ON THE RESULTS AND ACTIVITIES OF THE AUTHORITY (10)

What shall I do?

Communication and information towards the citizens of the results and choices.

In order for activities and results of the system to be useable as an effective instrument of governance of the territory, it is necessary to guarantee the access to the environmental information (transparency) and also to communicate in a proper way and activate feedbacks on what is communicated.

The information is connected to the institutional duty of an authority of making available and accessible all the managed environmental information, in compliance to what established by the first pillar of the Aarhus Convention and its relative actuating measures.

Some aspects are underlined: the information and the communication may regard the development of the System, but it is fundamental to concentrate on the achieved results and on those that have not yet been obtained, and in the communication towards the exterior it is appropriate to focus on the results obtained by the Authority through the environmental management, since it is this the most interesting aspect for the external stakeholders, in particular for the citizens.

It therefore results that the efforts in this direction are concentrated in the layout and relative diffusion of the Environmental Declaration and of the Environmental Balance, offering an integrated version and however guaranteeing contents that facilitate a univocal reading key.

PHASE	EMAS	CLEAR	*Eco*BUDGET
Communication and external relations	Environmental Declaration	Environmental Balance	Masterplan *eco*BUDGET Environmental Balance

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