



LIFE Project Number
LIFE04 ENV/DK/000071

PROGRESS REPORT No. 1
Covering the project activities from 01.10.04 to 31.05.05

Reporting Date
27/06/2005

LIFE PROJECT NAME
**Dogme 2000 - a model for environmental management at the
municipal level**

Data Project

Project location	Copenhagen
Project start date:	01/10/04
Project end date:	01/12/07 Extension date 01/12/07
Total Project duration (in months)	38 months, Extensions 0 months
Total budget	€ 1,019,351
EC contribution:	€ 509,675
(%) of total costs	50%
(%) of eligible costs	50%

Data Beneficiary

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- Annex 2: Proposal for benchmarks and indicators – model for green accounts
- Annex 3: Summary of experience and knowledge gathering - chemicals
- Annex 4: Gross list of anchorage instruments
- Annex 5: Examples from the five municipalities
- Annex 6: Introductory pamphlet for the project
- Annex 7: Copenhagen International, volume 7, 18 November 2004
- Annex 8: News from Copenhagen, issue 1, February 2005
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1. Executive Summary

Project objectives

The objective of the project is to develop the Danish Dogme model for environmental management to suit other Danish and European municipalities wishing to implement environmental management at the municipal level. The outcome of the project will be the development of a range of models for management of various technical environmental areas. The models will be collected in a Dogme handbook for the use and inspiration of other Danish and European municipalities wishing to implement environmental management at the municipal level.

Project status

Project management is progressing well, and a strong and focused project organisation has been established. All participants contribute to the execution of all tasks, and each participant is responsible for being lead partner of one of the tasks in the project. The project activities are executed as anticipated in the Commission decision and according to the overall time schedule.

Outputs have been produced under two Tasks. A common framework model has been developed as part of Task 1: Model for Green Accounts identifying key areas and indicators defining a sustainable municipality. The model is more general than anticipated in the Commission decision in the sense that a clear linkage has been developed between the overall objectives of the green accounts and identified indicators. Task 2: A report of experiences has been prepared, describing the Dogma municipalities' and other selected actors' experiences with bringing down the chemicals pressure. In addition, the report contains a list of 120 very problematic substances. A commented list of contents has been prepared for a chemicals plan with proposals for indicators liable to measure the chemicals pressure. Work is progressing as anticipated in the remaining tasks where no outputs have yet been produced.

Dissemination is a key element in the project. The project website for Dogme has been active for quite some time, and a new website for the specific Life project has been established. A pamphlet has been produced and distributed to the main stakeholders.

The project has been presented at two meetings for professionals and has been mentioned in public news media as well.

Envisioned progress

Progress foreseen until January 2006 is expected to focus on preparation of the dissemination activities taking place in 2006. A meeting for political as well as administrative levels in the municipalities and their external partners will take place in October 2005.

2. Project management

What has been done to organise/co-ordinate the project

We have put much emphasis on a strong and constructive cooperation with focus on coordination between the five sub-project groups. This has been done through a clear and unambiguous organisation, a dialogue-based form of cooperation, and by preparing a project handbook with clear procedures and distribution of responsibilities. The project handbook has been discussed and approved at a steering committee meeting and a meeting with the sub-project managers. Latest updated version is found in the project's electronic file manager. In addition, contracts have been

entered between the beneficiary and the partners to the project, describing in detail rights and duties under the project.

The project is organised in five sub-projects with each its project manager. Each of the participating municipalities has a project management chair, and each municipality is represented in all sub-projects. This ensures that all municipalities contribute actively in all sub-projects, and it ensures good coordination and anchorage in the organisation. In addition to the five technical sub-projects, an administration group has been established with participation of all five municipalities, which is to ensure that administrative procedures can be set up and complied with.

In view of making decisions and coordinating the project, steering committee meetings are held approximately every three months, and meetings are held between the project manager and the five sub-project managers approximately every two to three months. A permanent agenda item at the meetings with the sub-project managers is status of the sub-projects and interface checks between the different sub-projects.

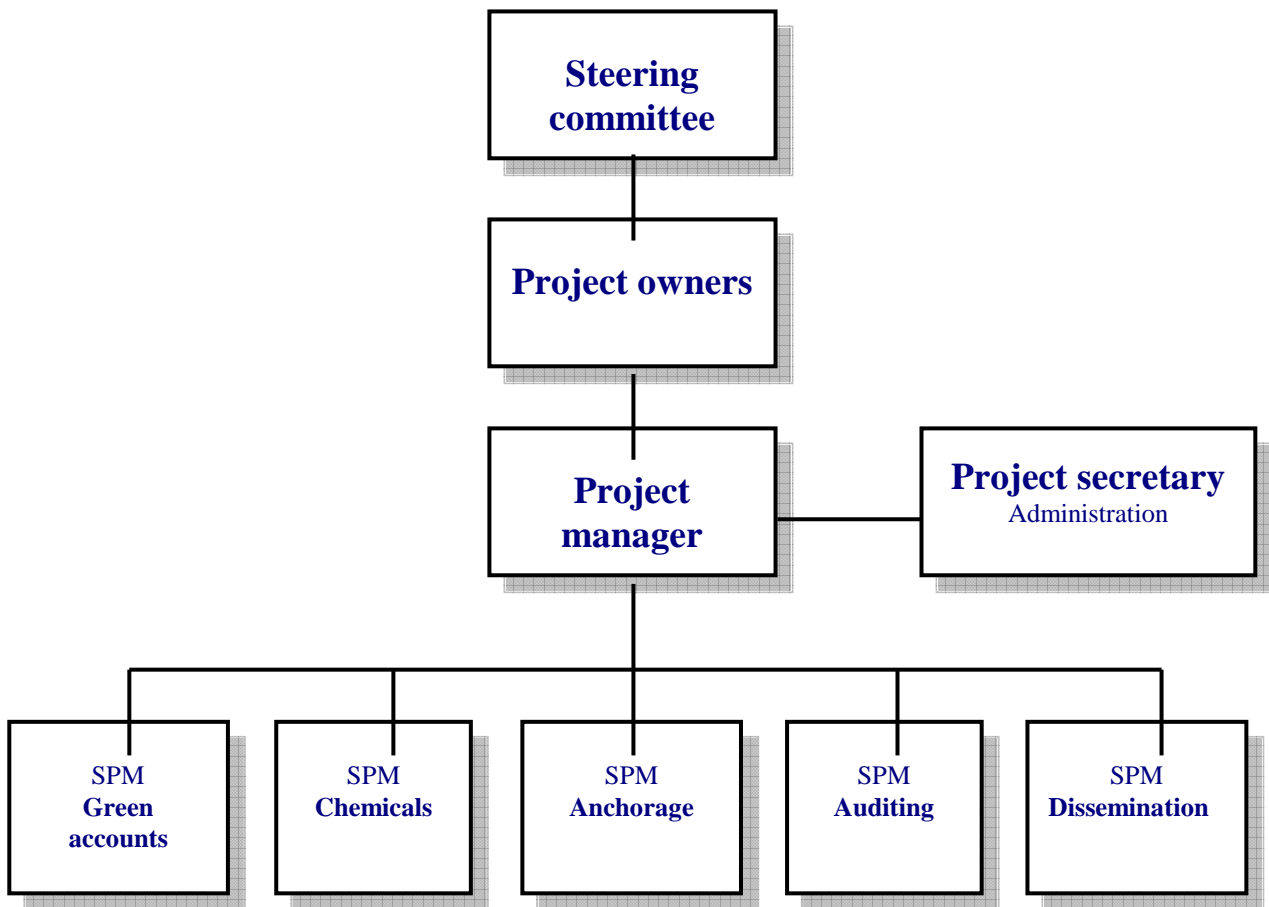
To have a good start of the project and a common understanding of purpose, objectives and success criteria, a joint kick-off seminar was held for all the sub-projects in November 2004. In addition, an internal seminar was held in April 2005 with the participation of steering committee, participants in the sub-projects, and participants in the other dogma working groups that are not part of the Life project, but where cooperation is close.

Major changes to the project

At the present time, we can foresee one major change, since one of our partners changes status. Further to a major local administration reform in Denmark, entering into force on 1 January 2007, the Municipality of Herning will merge with the present municipalities of Aulum-Haderup, Trehøje and Åskov. The new municipality will keep the name of Herning. The merger of the municipalities is not expected to have any impact on the project.

Organogram

Below is the project organogram. The steering committee of the project consists of two representatives from each municipality: a political representative, typically the chair of the Technical and Environmental Committee and an official, typically the environmental director or the technical director. In addition, a project owner group has been established, consisting of the officials from the steering committee supplemented typically by an executive officer from the environmental department. In addition, there is a project manager for the overall project and five sub-project managers. In addition to the five technical sub-projects, an administration group has been set up with representatives from each of the Dogma municipalities. The project secretary is also the secretary of the administration group.



Is any extension of the project duration needed or envisioned

The project progresses as planned and described in the application and in the milestone schedules. It is expected that the project is carried out as planned.

3. Technical development

3.1 Green accounts

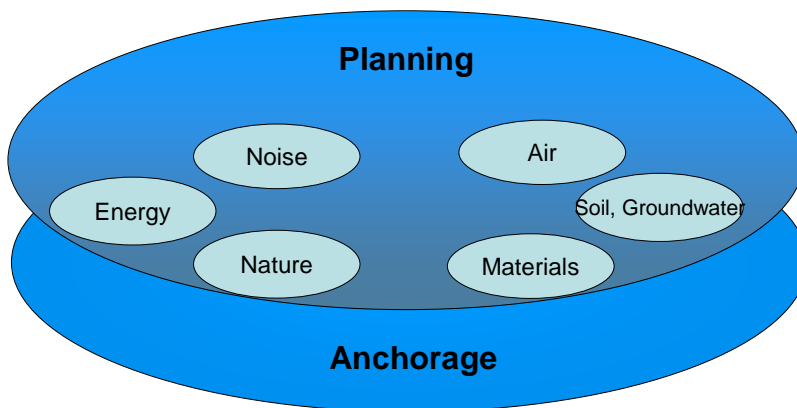
Work with the new model for green accounts has been extended compared to what was stated in the application. The model with designation of areas characterising a sustainable municipality and selection of indicators within each area has been supplemented with the preparation of common benchmarks within each area that the municipalities commit to working towards. The benchmarks describe the ideal environmentally sustainable state to be attained. The municipalities prepare individual plans of action for their work towards attaining the state described by the benchmark. The indicators show the environmental state within the selected areas.

Model structure

The model is based on the designation of areas depicting the environmental sustainability of the municipality. The municipality means the geographical area, and not just the municipality as an enterprise. For each area at least one benchmark is formulated, which is common for all the municipalities. Each benchmark is associated with one or more indicators, which are also common. These indicators are to measure progress in relation to the benchmark. For each benchmark, the municipalities are to draw up their own individual, long-term objectives and plans of action.

The areas in the model consist of the six resource and environmental quality topics of *energy, air, noise, nature, soil and groundwater, materials* and the two cross-cutting topics of *anchorage and planning*. See below illustration:

Topics in the sustainable development model



The six basic and the two cross-cutting topics

Areas

We have found it important that our work with benchmarks and indicators also reflects the dogma cooperation and its special areas for effort. Therefore it has been chosen to supplement the more traditional resource and environmental quality topics with the two crosscutting topics of *anchorage* and *planning*.

Anchorage has been chosen, since it is an area for effort that makes the Dogma cooperation standing out from the traditional environmental efforts. Sustainable development is very much about how the municipality motivates citizens and the business community into feeling ownership of the efforts for a better environment.

Planning has been chosen, since a considerable part of the work towards sustainable development must have focus on the planning aspect, both in urban and rural areas. *Planning* means the effort where holistic thinking and overall planning affect resource consumption and environmental quality across the areas, thus achieving a higher degree of sustainability.

Annex 1 describes what each area covers, including the associated environmental problems.

Benchmarks and indicators

A seminar has been held with the participation of 20-25 experts from the Dogma municipalities. The purpose of the seminar was to get qualified input for benchmarks and possible indicators in a number of the areas. Against the background of the results from the seminar and after sparring with the Life anchorage group, the Life chemicals group and the Life steering committee, the project group has prepared benchmarks and proposals for indicators, see Annex 2.

The project group has formulated benchmarks and indicators based on the priority that, if possible, they should describe an environmental state, subsequently an environmental impact, and finally an environmental response.

The work with green accounts follows the time and project schedule as described in the application.

3.2 Chemicals plan

Detailed experience and knowledge gathering is available, describing the 120 most problematic chemical substances, the experiences gained in the five Dogma municipalities, as well as selected players' experiences with reduction of the chemicals consumption. In Annex 3 is a summary of the experience gathering. The entire report (in Danish only) is available at <http://www.dogme2000.org/billeder/billeder/Erfarings-og-vidensindsamling-kemikalier.pdf> . An English summary is available from http://www.dogme2000.org/t2w_382.asp .

In addition, a draft, commented list of contents for a chemicals plan is available. The plan has the following headlines:

- Introduction
- Experience and knowledge gathering
- Indicators
- Selection of areas for effort
- Catalogue of tools
- Test and test results
- Feedback from cooperation partners
- Conclusion / completion of project

The chemicals work follows the planned time and project schedule.

3.3 Methods of anchoring the environmental work among citizens and the business community

Work during the first six months consisted in creating a common understanding of the anchorage notion and the frames/prerequisites for the municipalities' work in this connection. To support the process, inspiration and sparring has been obtained from selected experts and through various written publications.

What is anchorage?

Anchorage is:

When experiences and knowledge from projects, information campaigns and similar have an impact on actions, thinking and habits among participants, and through them spread like ripples on water to other groups, work routines etc.

Thus, anchorage is when a habit or action is replaced with another one. Anchorage is also when a green seed has been sown to grow and prosper.

”Anchorage” is the final product of a process, but without the process anchorage would not take place. The anchorage process is thus two-sided: ”The learning process” and the actual environmental action/effect.

Anchorage instruments

Anchoring environmental actions is (to a wide extent) beyond the way the municipalities have so far worked as an environmental and operating authority¹, and it requires the use of new types of instruments to kick off the necessary processes. To create an overview of the instruments used, the group is presently drawing up a *Gross list of anchorage instruments*², cf. Annex 4, seeking to classify anchorage instruments. At present, the list has the following categories:

Campaigns (e.g. Hogweed control)
Event (e.g. Environmental festival, Green day, Children’s festival)
Education/information (e.g. Nature guidance, newsletters)
Network/organisation (e.g. Agenda centres, Environmental councils, Business networks)
Resource support (e.g. Neighbourhood facelifting, Green Guide)
Awards (e.g. Copenhagen Environmental Award)
Project (e.g. Energy savings in residential areas, local “cow grazing guilds”)
Scheme (e.g. Green diploma scheme)

Selected anchorage instruments are to be tested/evaluated within the target groups of: Citizens, enterprises, and the municipality’s own institutions.

Testing/evaluation of anchorage instruments

In order to test/evaluate the anchorage instruments, the group has developed a template. The objective is that the template captures the learning process and the environmental action/effect of the anchorage instrument. We expect to develop it further in the test period. Three examples from each municipality have been entered in the template – they are presented in Annex 5. The selected examples are a first proposal for instruments we contemplate continuing with in the test/evaluation period. Three of the examples have been translated in full-text.

Finally, the group is gathering examples from Europe, and relevant actors are being contacted. The work of anchorage follows the time and activity schedule.

3.4 New audit model for “Dogme 2000”

A meeting has been held with a representative from the EMAS office in Brussels. Sparring has been agreed to sketch what it takes to develop Dogme towards an EMAS at city level. Contact has been established with Sustainable Cities Network to learn about their experiences. It was seen that Sustainable Cities Network does not work specifically with this issue.

¹ The anchorage instruments may very well be used in the traditional environmental and operating authority work, as a supplement.

² The gross list is not exhaustive, but gives an idea of the range of instruments used presently. The gross list is a dynamic document and may be extended, categories may be changed/added etc.

Selected key persons in the Dogma municipalities and in the auditing company of Norske Veritas have been interviewed to gather experience from previous Dogma audits.

4. Problems encountered

It has proven expedient to have assistance with the administration of the project. Therefore, we have engaged the consulting engineers of COWI A/S for project sparring. They have experience from project management of Life projects. The External Monitoring Team was informed hereof and has stated that costs for this may be eligible for support and covered by "external assistance", provided they remain within the budget.

In connection with the detailed planning of the tests in the anchorage project it has become clear that a test period of one year is very short, since the work of changing habits and attitudes in general takes longer than the year provided for. We seek to counter this problem by involving already implemented measures and/or events, such as the Environmental Festival, taking place in three of the five Dogma municipalities. Only to a minor extent do we plan to test completely new instruments for anchorage. It is expected that activities may be tested at a level allowing for the targets to be tested.

5. Dissemination

In connection with dissemination of the project, the following measures have been taken:

A project website has been established at www.dogme2000.org/life. The website is available in Danish and English.

An introductory pamphlet has been prepared in Danish and English, describing in brief the project and referring to the website. See Annex 6.

Press coverage in Copenhagen International, volume 7, no. 18, November 2004. See Annex 7.

Article in News from Copenhagen, issue 1, February 2005. See Annex 8.

Workshop at conference for environmental staff in the municipalities, Grenå (Denmark), 20 April 2005. At the workshop, which was attended by twelve persons from Danish municipalities and Local Government Denmark, it was discussed which advantages there are from working under the Dogma concept, and the technical areas in the Dogma-Life project were reviewed.

Meeting with delegation of 23 persons from the Korean environmental administration, 2 May 2005 at Copenhagen City Hall. At the meeting, information was given on Copenhagen's environmental policy, the Dogma cooperation and the Life project.

In addition, the project group responsible for dissemination of the project has arranged the first seminar with the external partners from Neumünster and Siauliai municipalities on 9 to 11 May 2005. At the meeting, an introduction was given to the participating municipalities and the different sub-projects. In addition, it was discussed how Neumünster and Siauliai may give concrete contributions to the project. Work is being done to ensure that both municipalities, in addition to bringing in experiences and commenting on models and tools, participate actively in testing the different tools.

6. Envisioned progress up to 1 April 2006

In the following we give a description of the activities planned to take place in the different project groups up to 1 April 2006, deadline for submission of the intermediate report.

Green accounts

Work is being done to further develop and supplement the indicators already designated within the different areas/benchmarks. Work will also cover development of calculation methods in cases where such methods are not already available. From 1 January 2006, data for the indicators to be included in the green accounts for 2006 will be collected.

Chemicals plan

The chemicals group will continue work with a test plan describing which tools should be tested, in which areas for effort (e.g. paints, textiles etc.), in which municipalities, and towards which target groups. The tests will be carried out in 2006.

Methods of anchoring the environmental work among citizens and the business community

Work continues with a plan for the tests to be carried out regarding anchorage instruments, including involvement of the external parties. The tests will be carried out in 2006.

New audit model for "Dogme 2000"

The group continues work with a draft for a new audit model to be discussed with the external partners and the EMAS office in the EU.

Dissemination

One of the main tasks will be to organise a seminar with the external partners at the administrative and political levels. The seminar will take place on 27 October 2005 in Copenhagen.

7. Financial issues

In a letter of January 2005 to Mr. Bruno Julien and the external monitoring team we noted that there were minor typing errors in the financial forms in the project proposal. None of these errors had an impact on the total eligible costs of the project. In the answer from Mr. Bruno Julien it was requested that the revised forms were submitted as part of this progress report. The revised forms are enclosed as Annex 9.

PROJECT COSTS INCURRED

Cost category	Total cost according to the Commission's decision*	Costs incurred from the start date to 31-05-05	%**
1. Personnel	751,710	181,831.2	24.2 %
2. Travel	59,478	14,247.2	24.0 %
3. Outside assistance	46,711	6,017.1	12.9 %
4. Durables: total <u>non-depreciated</u> cost			
- Infrastructure sub-tot.			
- Equipment sub-tot.			
- Prototypes sub-tot.			
5. Consumables	88,053	4,070.0	4.6 %
6. Other costs	6,712		
7. Overheads	66,687		
TOTAL	1,019,351	206,165.5	20.2 %

*) If the Commission has officially approved a budget modification indicate the breakdown of the revised budget

***) Calculate the percentages by budget lines: How many % of the budgeted personnel costs are incurred by 31-05-05

The project has been under way for eight months or 21 % of the expected execution time of the project. A total of 20 % of the project budget has been spent. This is as anticipated because the major expenses are evenly distributed over the project duration. Personnel costs correspond to the conducted and planned work. Costs of travelling are lower than expected. This is primarily due to the fact that the travels of our external partners have been cheaper than anticipated. The amount in question is around EUR 2,000.-.

Expenses for outside assistance, covering an introductory pamphlet, the website and external sparring on project management, correspond to the planned and conducted work. Expenses for consumables, covering the website domain, an internal seminar, and a kick-off seminar also correspond to what was planned and has been conducted. Expenses for consumables are relatively low, since a significant part of the expenses relates to Task 5: Dogme handbook, and conduct of the internal seminar in October 2005 under Task 7.

It is expected that 30 % of threshold value of total costs is reached around October 2005, since the project is expected to come almost to a stand-still in July due to holidays. The internal seminar in October 2005 will cause considerable costs in the category of consumables in this period. It is expected that the next planned reporting of April 2006 will be the intermediate report, as described in the application.

8. Progress and planned activities

The enclosed table overleaf shows project development and planned activities. Green colour indicates that the activity is completed. Yellow indicates that the activity is ongoing. A black line indicates the period where the activity takes place. A red line shows when the progress reports must be submitted.

