



Partner reference
Coordination Local Agende 21
Modena - Italy



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

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Project realized with the contribution of the European Commission



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 ecoBUDGET (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	EcoBUDGET
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 ecoBUDGET (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 ecoBUDGET). 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



Contents of these guidelines result from activities of Administrations that participate to the Life IDEMS Project, through the involvement of the following people:

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