

Why Should Local and Regional Authorities Implement a Sustainability Management System

Six good reasons to implement a Sustainability Management System

Six case-studies about European Frontrunner-Cities in Hungary, Poland and Romania



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Good reasons for Integrated Sustainability Management

Cities and regions are complex and dynamic. According to the European Environment Agency, 80% of all citizens in the EU already live in urban areas. The everyday choices of small and large activities in cities all add in one way or another to the urban area's total impact on the environment. Cities are responsible for about 75% of all CO₂ emissions and consume about 75% of natural resources. Industries' choice of clean technologies, the ways in which school and hospital buildings are heated, and the purchase policies of the public sector all exert impact on consumption of natural resources and waste generation. Furthermore, the individual choices of every household add up to a large impact on the environment. The impact on our cities is also determined by actions taken outside the city or region borders. Neighbouring cities' planning practices influence the transport patterns. National authority policies influence the whole society in a nation. EU regulations and policies influence the national governments.

A present trend is that the cities' management requirements increase. Cities need to make sure they fulfil the legislation affecting them. Numerous EU-Directives (such as Strategic Environmental Assessment, Air Quality Directive, Water Framework Directive, Fauna Flora Habitat Directive, Waste Framework Directive and others) require cities to monitor and report on these aspects. European Strategies like the Europe 2020 Strategy for a smart, sustainable and inclusive growth and its related 7 Flagship Initiatives need the action on local and regional level to fulfil the ambitious objectives. At the same time, multilevel governance requirements, regional development needs and rising public and community interest particularly in infrastructural projects put more complexity on local governance and management structures and request innovative and creative responses.

However, a city is not just about managing sustainability issues. We can easily agree that the very objective of local politics is to strive for satisfying human needs and offering good quality of life. In reaching this goal, many different challenges must be faced, from offering adequate infrastructure to the inhabitants and coping with migration flows, taking care of children and the elderly, to dealing with the negative impacts of Climate Change, to name few. Dealing with these challenges, a city has only limited resources available.

If urban Europe is to achieve sustainable development, it requires efficient tools that will facilitate the process of sustainability management and enable the actual translation of the numerous strategies and programs from the European and national levels into the actions carried out by governments at the local and regional level. To this end, an Integrated Management System (IMS) is a way of addressing the rising challenges of cities in a more efficient, effective and proactive way. Cities working with the IMS, point out that the integrative orientation provides a better possibility to see causal relations between decisions, actions and results. It enables the various actors involved to see the impact of their work on the work of others. It helps a city to act before it is too late, and to get the various sectors of a city quickly on the same track, cooperating for a common goal.

A local authority with an Integrated Management System provides a guarantee to funding organizations at regional, national and European level that financial resources will be used in a transparent and target oriented manner. And for investors, stakeholders and citizens it will be an important sign that the municipalities development is not based on insecure opportunities but on sound and long term planning and professional management.



Marion Hammerl
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Holger Robrecht
ICLEI-Local Governments for Sustainability

Integrated Management – Why should Local and Regional Authorities do it?

INTEGRATED MANAGEMENT WILL LEAD TO MORE EFFICIENT AND EFFECTIVE GOVERNANCE AND ADMINISTRATION

Case-Study: Sibiu (Romania)

For 2007, Sibiu was announced as the European Cultural Capital – a huge chance for the city. But also a challenge: These high-profile titles harbor the risk of stimulating activities and investments in infrastructure which isn't needed afterwards. Sibiu was able to perpetuate the spirit that came with the prestigious title – thereby not wasting resources on a short lived hype but making the most of the chance!

INTEGRATED MANAGEMENT LEADS TO MORE ATTRACTIVE CITIES FOR CITIZENS AND INVESTORS

Case Study: Bydgoszcz (Poland)

Attractive cities are successful cities. Bydgoszcz recognized this and started to revitalize key-areas of the inner city by introducing an integrated approach with a strong focus on cooperation between all parties concerned.

INTEGRATED MANAGEMENT HELPS TO BECOME A POSITIVE EXAMPLE FOR CITIZENS, STAKEHOLDERS AND OTHER LOCAL AUTHORITIES

Case Study: Lake Balaton Development Coordination Agency (Hungary)

The Lake Balaton Development Coordination Agency was able to win the prestigious EMAS award three times. This impressive achievement – among others - demonstrates the agency's renown for being at the front-line of administration in Europe.

INTEGRATED MANAGEMENT FOSTERS COOPERATION ACROSS ADMINISTRATIVE BORDERS

Case-Study: Dumbrava Narciselor (Romania)

Dumbrava Narciselor was able to forge a strong alliance within the region by defining and prioritizing common goals for the region – across administrative borders.

SUSTAINABILITY-MANAGEMENT INCREASES THE CHANCE TO OBTAIN EXTERNAL RESOURCES

Case Study: Trzebinia (Poland)

The City of Trzebinia was the first local authority in Poland to introduce EMAS. A move, that pays off: Besides an increased resource-efficiency, the management-system serves as a warrant for legal compliance with national and European law and the efficient implementation of projects – thereby increasing the chances to obtain external funds.

INTEGRATED MANAGEMENT: ENVIRONMENTAL PROTECTION EVOLVES INTO AN ECONOMIC STRATEGY

Case-Study: Balatonalmádi (Hungary)

Through considerable effort Balatonalmádi was able to improve its environmental performance considerably. The improvements made it possible to think about a sustainability park, which will incorporate cutting-edge technology.

Integrated Management at a Glance

The following section gives a very brief overview over integrated management systems. If you want to know more, there are extensive guides available in several languages, including Hungarian, Polish and Romanian. Visit: www.localmanagement.eu for further information.

The motivation behind sustainability management is the insight, that many challenges on the local and regional level deserve a systemic approach. An approach, that supports long-term planning, linking of people as well as topics. This offers a way to deal with target-conflicts and tap into the full potential, a regional or local community has to offer and increases overall efficiency of governance and administration.

At the core of the management system is a management-cycle, consisting of five recurring steps. A local or regional authority usually goes through the whole cycle every 3-5 years. The basic concept is common sense.



1st Step: Baseline-Review - No Finish-Line without Starting-Point!

Without a clear grasp of the initial starting conditions, meaningful goals cannot be defined. It is impossible to decide upon the feasibility and resources needed to reach a goal! So, the first step in every sustainability management system is to determine what the actual conditions in terms of sustainability are.

2nd Step: Target-Setting – Knowing where to go!

It is difficult to achieve anything, if you don't have a clearly defined target. Especially if many people work together – as is the case in local and regional development – it is of the utmost importance, that everybody has a clear understanding of the desired results of the shared efforts and the role he or she has to play to reach the common goal. Target setting includes the proper assignment of measures, resources and responsibilities.

3rd Step: Council Decision – All Strings in the Hands of Local and Regional Politicians!

The city or regional council obviously plays a key-role: they are legitimized and commissioned to decide about a city's or region's bearing. And they are ultimately responsible. Therefore, although the politicians on site must be involved right from the start, the approval of the baseline-review and the results of the target setting process by the political body of the local or regional authority is an important step in the management cycle.

4th Step: Implementation and Monitoring – Getting Things Done!

When all the planning is done, the building of the future begins: Since the what, who and how should be clear after the target setting, the implementation of measures can commence. But, since things can go wrong, it is important to monitor the efforts: Is everything on track? Are the projects and measures on time and within budget? This is important, so corrections can be made and problems be solved as soon as they arise!

5th Step: Evaluation and Reporting –Celebrating Success and Getting even more Successful!

There will always be projects that didn't work as well as expected, targets that have to be adjusted. But, whereas communities without sustainability management are dammed to repeat their mistakes, local or regional authorities with sustainability management evaluate their work and inform the community about the results. This is also the time to celebrate success and tell everybody about the achievements of the last cycle.

Local Authorities and Sustainable Development in Hungary

As all local authorities in Europe, the 3.100 Hungarian local authorities have to face their share of challenges. Obviously, economic issues have been important for quite some time and have become even more pressing since the onset of the economic crisis, which hit Hungary hard and led to even more scarce resources for local and regional authorities. Nevertheless, sustainability has been on the Hungarian agenda for quite some time: shortly after the Rio Earth Summit, Hungary founded a commission to determine the right course of action to get Hungary on the track of sustainable development. Since then, a national strategy for sustainable development has been developed and implementation is underway. Local authorities will have to play their role, if the strategy is supposed to succeed.

Besides economic issues, climate change will become a more and more pressing challenge: water shortage – for example – is a very real possibility, posing a risk for agriculture and economy in general.

In order to deal with the challenges, Hungary is placing an emphasis on integrated approaches, especially on the proliferation of EMAS. In order to foster the implementation of EMAS in the private sector as well as the public sector, Hungary has already introduced a number of incentives, like reduced bureaucratic burden for EMAS-certified organizations: the intervals for inspections is prolonged and their complexity is also reduced.

The discussion about further improvements of the EMAS registration process is ongoing and will in the future hopefully increase the benefits of implementing EMAS.

Furthermore, the national government has introduced support schemes for EMAS implementation. Organizations can apply for the scheme and recover at least part of the cost of the implementation of EMAS or a comparable environmental management system.

Local Authorities and Sustainable Development in Poland

The urban settlement network in Poland consists of more than 900 cities. Nearly 70% of total population lives in urban areas (23.3 million people). Both human economic activity and population becomes increasingly concentrated in cities. The analysis of trends of urban demographic dynamics for the next 20-30 years foresees that the share of Polish population living in urban areas will soon start to expand. People will move between rural and urbanized areas as well as between urban areas.

The substantial progress in the modernization of the urban areas and increase of the quality of life is accompanied by the numerous structural problems of accelerated and more efficient development. The Polish cities are facing the same problems as the majority of cities all over the world: housing deficit, traffic congestion, urban sprawl, increase of social disparities, increasing unemployment, air pollution etc. The aim of policies, strategies and programs developed at the national, regional and local levels is to address those challenges. However, the policy fragmentation has led to uncoordinated policymaking.

The general tendency among local authorities is to focus on addressing the most urgent problems. The decision-making process is affected by social pressure for “quick-fix solutions”, lack of a long-term vision for the city development as well as human capital constraints in local administration. Poor planning and lack of awareness of local community needs lead to development and implementation of projects that generate costs but do not solve the problems. Focus on short-term gain is threatening the future of urban area as well as the well-being of residents.

Local and regional leaders are generally best suited to design strategies for addressing their own local challenges. Effective urban management at the local level requires multi-level cooperation. Designed with the climate change response in mind, the IMS will help Polish local authorities not only address the urgent problems in a coordinated manner but also will shift their attention towards climate change issues.

The local authorities in Polish cities do not perceive tackling climate change issues as their responsibility and they are not committed to addressing them. Therefore, the cities are not developing the capacity to carry out their own vulnerability and risk assessments, and designing their own optimal climate change adaptation strategies. One of the main obstacles preventing political leaders from moving ahead with actions to respond to climate change is a perception that such actions force inevitable trade-offs against the goals of economic growth. Moreover, they believe they cannot effectively address the massive challenges posed by climate change.

The IMS will help mayors and other city leaders address the challenges of climate change simultaneously with a host of other of urban governance challenges. This includes for instance, advancing a city's economic situation and competitiveness, providing opportunities for employment, providing a clean environment and well-functioning public services.

Local Authorities and Sustainable Development in Romania

Romania has more than 3.200 local authorities, 9% of them are small and 4% of municipalities are “big” municipalities, which comprise about 9 million inhabitants – about half the population of Romania. Local communities are organized in associations of municipalities, associations of cities and associations of villages.

Communities face a variety of challenges in Romania. On the one hand, there is a strong need for infrastructure and knowledge to introduce an effective management of waste, waste water, ensuring efficient energy supply and introduce effective energy-saving programmes. On the other hand, economic development is a predominant issue, where a great deal of catching up with western European countries is still necessary. In order to deal with present and upcoming challenges, a shift in consciousness among political and administrative leaders is needed, towards a public administration that draws from management experiences of the private sector.

After the Earth Summit in 1992 in Rio, Romania started to work on the concept of sustainable development and started to introduce a Local Agenda 21 initiative. It took until 2008 though, for a national strategy on sustainable development to be approved. Also in 2008, the first “Romanian National Report” was published, which stated measures and results.

Since 2003, the Regional Training Center for Local Public Administration Sibiu, was involved in the realization of various projects focusing on local communities and sustainable development with the objective to elaborate a model for local authorities, resulting in the introduction of strategies for sustainable development in a number of municipalities. Two of the local authorities - the city of Sibiu and the Association Drumbrava Narciselor - are included as positive examples in this brochure. The examples depict the way to sustainable development in two very different communities: Sibiu on the one hand, with about 150.000 inhabitants, elected European Capital of Culture in 2007 and the association of villages Drumbrava Narciselor on the other hand, which comprises of 6 villages, with large nature-sanctuaries within its boundaries.

The strategies are based on the results of sociological investigations and the main objectives are.

- Rational use of natural resources at local level
- Environmental protection
- Protecting and developing cultural heritage
- Sustainable development of economy and increase employment jobs
- Development of sustainable tourism

The administrative culture in Romania is based on Austrian sources (Transylvania), French sources (Southern Romania) and Russian influence in Moldova. As a result, administrations in the three historical regions are working very different. So far, local administrations are not used to a management approach which considers economic, ecological and socio-cultural aspects in an integrated manner. A national Administrative Procedure Code has been proposed in order to unify the administrative procedures. This is a good occasion to further develop the administrative culture towards an interdisciplinary, participatory and integrated approach. Romanian communities need more to exchange experiences and to learn from the few but positive examples in the country and also from experiences in other European member states. Furthermore, integrated sustainability management will increase transparency and contribute to a better implementation of programmes and projects. These are aspects of high importance for European and international funding institutions. IMS will therefore increase the possibilities for Romanian Local Authorities to obtain funding which they need urgently to solve important environmental and social problems. Last not least it is of high importance that Romanian local authorities become role-model regarding sustainable planning and acting and start to live the principles of participatory democracy and the spirit of tolerance. Only then they can request the support of stakeholders and citizens and motivate them to change behavior.

Integrated Management Increases the Chances to Obtain External Resources



“By implementing EMAS we want to show our residents that our activities are not threatening the natural environment. We want to guarantee a healthy and clean environment in Trzebinia for those living, working and spending free time here, and by doing so we want to contribute to the protection of the environment in our region, our country and Earth”

Adam Adamczyk, The Mayor of Trzebinia

Case Study: Trzebinia (Poland)

Trzebinia is situated on the Silesian-Cracovian Plateau, in the western part of Malopolska Province. Trzebinia commune occupies an area of approximately 105 km², and its territory is populated by approximately 34.100 inhabitants.

Trzebinia is the first Polish local authority registered under the Eco-Management and Audit Scheme (EMAS). On February 14th 2008, the Minister of the Environment registered the Department of Municipal Economy, Environmental Protection, Agriculture and Forestry of Trzebinia Municipal Office under EMAS. The Department is responsible for cleanliness and order in the municipality, as well as for environmental protection and housing management.

What were the Aims?

The goal of the Trzebinia Municipal Office is to assess, manage and continuously improve its environmental performance. The main environmental targets of the Department of Municipal Economy, Environmental Protection, Agriculture and Forestry aimed at improving its environmental performance in waste management and the use of natural resources, including the office's maintenance and requirements to subcontractors. Moreover, the local authorities realized that by making strong commitments to the environment they can improve the city's image and its economic competitiveness. In the long-term, the sustainability management will improve the attractiveness of the city and will help attracting new businesses and investments to the region.

How was it achieved?

The process for EMAS registration started in 2004 when Trzebinia Municipal Office joined the 3-year European Life funded NEST Project “Networking with EMAS for Sustainable Development”. In order to register with EMAS Trzebinia undertook several activities: the administration prepared an analysis of the organization's activities and their environmental impact, defined the environmental objectives and means to achieve them for the whole organisation, and developed the environmental management system. A key success factor was employee empowerment and motivation thus actions improving staff involvement were developed and implemented.

Results

The new management approach improved environmental and financial performance as well. Trzebinia Municipal Office minimized the amount of produced waste, reduced energy consumption and improved the overall efficiency of resource usage. All of this leads to financial cost savings, in addition to helping to protect and enhance the environment. Moreover, the city administration serves as a role model for citizens and stakeholders and encourages them to undertake activities that result in more efficient use of resources. Also, the transparent and strategic decision-making processes gradually increases local attractiveness for investors, by presenting them with a reliable planning-horizon, thereby fostering trust in the municipalities policies and services.



Trzebinia Municipal Office is the first Polish municipal office to be EMAS registered

and the town gained positive publicity in the national media. Its recognition increased also at the international level – Trzebinia is sharing its EMAS-related experience with local authorities from other countries.

It is worth mentioning that Trzebinia received financial support from the EU to prepare itself for the EMAS registration process. Nowadays, when the EMAS registration is completed, the sustainability management serves as a warrantor for adequate project-implementation and usage of funds therefore the chances to acquire more project grants and subsidies from European Union Funding Programs are improved.

What are the next steps for the city?

Upcoming activities of this EMAS-registered unit concentrate on further development of existing initiatives. Moreover, Trzebinia Municipal Office plans to expand EMAS and implement the scheme in other departments.



Integrated Management leads to more attractive Cities for Citizens and Investors

Case Study: Bydgoszcz



"By gathering the expectations of the habitants and by creating a plan to use this area the city managed to achieve the final product – a place that has been revitalized and serves many parties. I think that the authorities of the city and all the people involved in the planning process can be happy that their ideas work. We not only have beautiful buildings but we have happy people using those buildings."

Joanna Zataj-Ross, Bydgoszcz City Hall

Bydgoszcz is located in northern Poland, on the Brda and Vistula rivers. With a city population of 358.029, and an urban agglomeration with more than 460.000 inhabitants, Bydgoszcz is the 8th-largest city in Poland.

Bydgoszcz has transformed a run-down industrial area into a centre of culture, leisure and entrepreneurship. Working with a range of partners allowed the city to tap into the needs of its citizens, gather expertise and ultimately achieve further social cohesion.

What were the Aims?

For several years the Mill Island was the industrial heart of the city, home to many historic buildings dating back to the 18th century. As industry declined, many of the buildings on the island and its surroundings fell into disrepair. The city authorities decided to revitalize the area and create a multifunctional place that would meet the various needs of different stakeholders. The project was meant to [increase the attractiveness of the city in the investors' perspective and improve the quality of life in the city](#). The long-term benefits of this project included the creation of more jobs, improvement in community relations, community empowerment, heightened economic status and environmental restoration. The challenge for the city was to create a city focal point whilst maintaining the island's historic character, meeting the needs of citizens and implementing EU policies on social cohesion and environmental sustainability.

How was it achieved?

In 2004, the city presented a framework program for the regeneration of the Mill Island and neighboring areas. The framework for the revitalization was set by the Program of Returning the Brda River to the City and Local Revitalization Program for the city of Bydgoszcz. The regeneration of the island was split into four phases and each tackled one of the spheres: economic development, cultural heritage, green areas, and recreation.

It was an ambitious regeneration plan for the area, bringing with it new economic, cultural and social functions. To realize this vision, the [city collaborated with a number of stakeholders](#), who acted as partners on different phases of the project. Stakeholders included a city museum, job centre, industrial cluster and several NGOs, educational and cultural organizations. Their involvement played a crucial role in the project development and their input helped to design a place that meets the residents' expectations. Also private investors and developers have contributed to the project, building hotels and redeveloping historic buildings. By participating in a survey focus groups and individuals living near the Mill Island also had an opportunity to express their opinions and ideas about the revitalization.



What was the Key to Success?

The collaboration of various partners has secured the success of the Mill Island, promoting the exchange of experiences, stronger links and smoother decision-making processes, allowing the project to proceed faster than expected.

The involvement of different stakeholders helped to develop a project that meets the needs and expectations of various groups. By building community participation and involvement the local authorities ensured community 'ownership' of the project and increased the project's sustainability. The involvement of different stakeholders assured that the interest of all concerned parties was taken into consideration. The resulting development has been welcomed by citizens and tourists alike. Moreover, the city's revitalization strategy based on cooperation and stakeholder involvement was acknowledged on the international level when Bydgoszcz won the 2011 EUROCITIES 'co-

operation' award.

What are the next steps for the city?

The city plans to continue its revitalization effort in other parts of the city. The cooperation model used in the Mill Island revitalization project will be utilized also in other initiatives undertaken by the city.



Integrated Management helps to become a positive Example for Citizens, Stakeholders and other Local Authorities

Case Study: Lake Balaton Development Coordination Agency (Hungary)



The fundamental reasons of the approach emphasizing more and more the protection of the environment are the faster utilization of natural resources at one level due to the non-sustainable management at long run, and the increasing amount of pollutant materials emitted to the environment as a result of economic activities at another level. At the same time, adequate environmental conditions are essential for the provision of welfare and healthy lives of the present and future generations. The problems of environmental protection should be addressed simultaneously and together with the implementation of socio-economic tasks.

Similarly to other regions in Europe, certain environmentally disadvantageous / unfavourable practices may be found at the Lake Balaton Region as well, stemming from the short-term approach of the socio-economic and environmental planning. Simultaneously, a responsible approach has also emerged

in the area, which is capable to ensure sustainability through adequate expertise and financial sources. This was proven by results in the last one and a half decade.

With regard to the sensitive environmental system of the Lake Balaton, the sustainable regional management and planning activities are important for the harmonization and monitoring of development. The establishment of environmental management systems can support these kinds of activities.

The establishment of environmental management systems within local authorities contributes to the continuous improvement of the environmental quality of the settlements. It promotes sustainable development by establishing management-structures according to existing and proven systems, like the EMAS standard (Eco-Management and Audit Scheme of the European Union). The publicity and flow of information required by the environmental management systems – through internal and external communication channels – improves the relations within the region: public administrations as well as external stakeholders find themselves working closer together, forming mutual trust and cooperation.

Recognising all the above mentioned factors, the Lake Balaton Development Coordination Agency became the first Hungarian regional development agency introducing an environmental management system.

By the successful and rewarding implementation of EMAS, the Lake Balaton Development Coordination Agency also hopes to serve as a role-model for local authorities, institutions and other offices located in the Lake Balaton Recreational Area (LBRA), thereby motivating them to integrate environmental protection and sustainable development into their organisational setup.

The exemplary work of the Lake Balaton Development Coordination Agency in the field of environmental protection was acknowledged three times by the European Commission, when LBDCA was awarded the prestigious EMAS award in 2008, 2009, 2010.

Task of LBDCA

The Lake Balaton Development Coordination Agency (LBDCA) is a non-profit company and was established in January 2000 by the Lake Balaton Development Council (LBDC). The aim of the LBDCA is to support the Lake Balaton Region to become a sample region offering European standards, exclusive, attractive living, recreational and working environment through building on the unique natural and cultural features of the lake and its surrounding landscapes. The task of the LBDCA is to coordinate the complex regional development activities in the region in collaboration with the local stakeholders in



accordance with the regional development plans and concepts. The Agency performs professional and operative duties promoting the development of the LBRA and in relation to the activities of LBDC. The LBDCA employs 22 people working at three offices around the lake in Siófok, Keszthely and Balatonfüred.

Environmental Policy of LBDCA

“The Lake Balaton Development Coordination Agency (LBDCA) was established in January 2000 by the Lake Balaton Development Coordination Agency (LBDCA) in order to coordinate the sustainable development of the Lake Balaton Recreational Area (LBRA). Since environmental protection plays a significant role in regional development; we believe, that it is our obligation to re-

duce the environmental loads emerged from the activities of our Agency.

Beyond the legal regulations, our objective is to reduce and eliminate the hazardous environmental impacts arising from our activities, with special focus on the amount of produced waste, utilization of stationeries, energy consumption as well as the emission of pollutant sources during travels. The activities of the Agency is regularly reviewed and analyzed by performance indicators in order to make modifications in case of necessity.

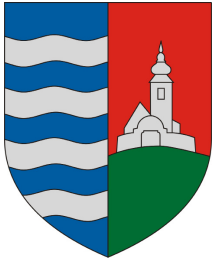
Our goal is to encourage each colleague to be aware with and utilize those tools, which can contribute to improve the environmental performance of the LBDCA.

By the implementation of the EMAS system, the Agency can serve as a model for the local municipalities, institutions and other offices located in the Lake Balaton Recreational Area and promote them to implement systematic-based environmental protection as well.”



Integrated Management: Environmental Protection evolves into an Economic Strategy

Case-Study: Balatonalmádi (Hungary)



Balatonalmádi, a small resort town of some 9000 residents, is situated at the north-eastern end of Lake Balaton, a large freshwater lake of international importance. The engine of the local economy are tourism and related services. Clean environment and good lake water quality are prerequisites not only for the well being of the permanent residents but the efficient operation of tourism industry.

Environmental protection activities are coordinated by the local government but non-governmental organizations and individual activists also have an important share.

Substantial resources were allocated to sewer system development since 1994 and now the sewer connection ratio exceeds 90%. Natural gas supply system was also developed in the same period and natural gas became the dominant energy source. These major projects in infrastructure development, planned, managed and partially financed by the local government, resulted in better water and air quality and improved energy efficiency.

Balatonalmádi, together with more than 160 settlements, is member of the Northern Balaton Waste Management Project the objectives being the radical improvement of municipal solid waste management in the region. The project, which is in the final phase of implementation (construction work to be completed by July this year) includes a new, up-to-date landfill site, reclamation of old, often illegal, landfills and waste dumping sites, one large waste processing and separation facility, composting plants, etc.

The municipality has prepared its first complex environmental program in 2003 and revised it in 2006 and 2008.

The municipal waste management plan was prepared in 2004 and revised in 2008. Selective waste collection system has been introduced several years ago with 11 collection points and is being improved continually. Recent development is selective waste collection at individual homes.

A municipal noise map was completed last year that provided a basis for the identification and designation of so called silent zones with stricter noise regulation.

In 2010-2011, in order to respond to recent challenges of climate change, Balatonalmádi was one of the first municipalities in the country that has prepared and approved its Climate Change Strategy. This strategy specifies adaptation and mitigation measures including water saving techniques, improvement and increase of green areas, increasing the use of renewable energy, etc.

A recently finished climate change project, financed by the Norwegian Environmental Fund and implemented by the local faction of Women for Lake Balaton (an NGO) is the large scale rehabilitation of the town park that is under local nature protection.

An EU-financed joint project conducted with Balatonalmádi and its twin town, San Michele al Tagliamento, in 2007 supported

know-how transfer from the Italian partner relating to the EMAS certification system. The local government's goal is to acquire EMAS certification in the near future. To this end the municipality was eager to join into the capacity building training of the CHAMP-project. The project provided the municipality staff between 2010-2011 with knowledge and practice concerning the implementation of integrated (environmental) management system.

In the last 15 years the local government introduced several local regulations on environmental protection, solid and liquid waste management, land and soil protection, nature preservation and noise control and it is committed to conti-



nued efforts in these fields and climate change related issues.

After consultation with local stakeholders, and with assistance of Lake Balaton Development Coordination Agency, the local government has prepared a feasibility study for a local „Sustainability Park” at the degraded industrial sites of the municipality. The project is under formulation and it is going to include energy and water self-sufficiency through the utilization of various forms of renewable energy including geothermal, solar and biomass and best available technology for drinking water and wastewater treatment. An approach, designed to attract innovative and sustainable industries which will provide income for the region and its residents.



Integrated Management Fosters Cooperation across Administrative Borders

Case-Study: Dumbrava Narciselor (Romania)



Sustainable development which leads to economic prosperity is a community effort and cannot succeed without strong co-operation and a common goal. Partnerships have to be forged across sectoral, social and administrative borders and each member of the partnership has to understand their role and responsibility to ensure a successful and lasting development of a region, town or village. This is especially important for small communities, which often have limited influence and limited resources to respond to challenges like climate change.

Recognizing the need for cooperation and partnership, the villages of "Dumbrava Narciselor", Brasov county-Romania, elaborated a common development strategy. The strategy fosters a common understanding of the desired development of the villages, thereby offering guidelines for citizens and businesses alike how to act upon the vision of the desired development and opening the doors for partnerships and collaboration.

In order to develop this common understanding, about 700 citizens, NGOs and private businessmen were included in an empirical sociological study about the desired development for their region. The surveys were conducted in cooperation with the National Institute of Economic Research, the Romanian Academy and the University of Sibiu.

As a result, five priority-fields could be identified:

I: Programs for economical and social development, free initiative, budget, finance, management of the public and private domains of community, the public services, eco-tourism, trade ;

II: Organization, development and rural planning, achievement of the public works, environmental protection, conservation of historical monuments and architecture;

III: Legality in the local public administration, defence of public order, respect for citizens' rights and freedoms, transparent decision-making, a public relations exercise

IV: Scientific activities, education, health, culture, social protection, sports and leisure ;

V: Activities of representation in domestic and international relations, promoting the image and interests of the villages and the inter-communitarian development association .



Based on the data, about 160 development-paths of sustainable development and measures to achieve sustainability were developed, which will ensure the lasting protection of natural resources through the joint implementation of a joint strategy.

Integrated management will lead to more efficient and Effective governance and administration

Case-Study: Sibiu (Romania)



Ensuring sustainable development, which will result in a higher quality of life within a city, has to be a long term commitment, based on facts. Without a proper understanding of actual living conditions and the citizens' preferences, success can't be measured and there is a high risk of citizens' lack of support. In order to avoid these risks, thereby increasing the chance of delivering an increase in economic and social-cultural prosperity, the municipality of Sibiu started their preparation of a long-term development-strategy in 2003 by conducting a number of surveys, focused on building up a fact-base to draw upon.

Threetypesofquestionnaireswere developed, disseminated and evaluated during the surveys. The different questionnaires were targeted at citizens and private households in general, businesses, employees of the public administration and local and regional elected representatives.

The surveys delivered a fact base especially regarding two aspects: First, the result was an analysis of the current social and economic status of the community – including the mode of operation of and degree of satisfaction with the local public administration. Second, the survey delivered a perspective on sustainable urban development – especially of the residential areas of Sibiu.

The results were fed into the development strategy and provide the main lines of the development strategy until 2020.

Today, Sibiu can look back upon five years of implementation of the development strategy. After 2007, when Sibiu was “European Capital of Culture”, the development strategy played a pivotal role in making the most of an event which was supposed to last a year. Today, Sibiu still feels like one of Europe's cultural centers and was able to perpetuate much of the momentum, the title of Cultural Capital provided. Besides that, the strategy also helped a great deal to access the economic potential, such a prestigious title might bring.

With the survey and the preparation of the development strategy, Sibiu conducted the first two steps of the IMS management-cycle. In the years to come, Sibiu will develop their management approach further, by participating in a number of international projects.

One of the next steps will be the closer examination of two management tools developed on the European level: In cooperation with ICLEI, a national contact point will be established which will launch and evaluate “Local Evaluation 21” and “Urban Ecosystem Europe”. The contact point emphasizes cooperation and exchange with other cities.

Finally, the goal is to learn from the experiences so far and update and adjust the development strategy of Sibiu – thereby finalizing the IMS management cycle by evaluating the efforts so far.



Are you interested in becoming a frontrunner?

Do you need training or counseling to implement an integrated management system?

You national training-hub can help you!

Your training-hub in Poland:



Sendzimir Foundation: The Sendzimir Foundation was created to help Polish society in finding solutions to complex environmental, economic and social problems. The mission of the Sendzimir Foundation is to initiate and support educational, research and practical activities aiming at development of ecologically conscious civil society, and to the improvement of environmental quality.

See: www.sendzimir.org.pl / http://www.localmanagement.eu/index.php/champ:polish_national_training_hub

Contact: karolina.maliszewska@sendzimir.org.pl

Your training-hub in Romania:



Foundation of Professional Training in Public Administration in Sibiu: Founded in 2000 with the main idea of development for continuing training in the field of public administration in Romania. The foundation works in cooperation with several state organizations and other NGOs.

See: www.cadmpub.sibiu.ro / http://www.localmanagement.eu/index.php/champ:romanian_national_training_hub

Contact: perfectproff@gmail.com

Your training-hub in Hungary:



Lake Balaton Development Coordination Agency

Lake Balaton Development Coordination Agency (LBDCA) is a Hungarian public non profit company established in 2000 to promote the development of the Lake Balaton Resort Area. LBDCA is working with domestic and international partner organisations to launch forward looking initiatives focused on sustainability issues.

See: www.balatonregion.hu / http://www.localmanagement.eu/index.php/champ:hungarian_hub

Contact: ezita@balatonregion.hu

European Partnership for Integrated Sustainability Management

The training-hubs are organized in the European Partnership.

Aim and Vision of the European Partnership

The European Partnership aims to mainstream an integrated approach to foster sustainable development in European cities and regions.

The European Partnership serves cities and regions that are aiming at sustainable growth and thus require new skills and capacities.

The European Partnership focuses on developing common capacity building services through National Training Hubs for local and regional authorities with a special focus on an Integrated Management System (IMS) for Sustainability.

The European Partnership aims at identifying synergies between different initiatives and projects on sustainability and climate change.

Visit www.localmanagement.eu, or contact Union of Baltic Cities to get involved: www.ubc-environment.net

This brochure describes briefly, how an Integrated Management System for local authorities works and illustrates some of the many reasons to implement an Integrated Management System. The reasons are presented through case-studies of European frontrunner-communities from Poland, Hungary and Romania.

Integrated Management: Why should Local and Regional Authorities do it?

Integrated management will lead to more efficient and effective governance and administration

Sound basis for decision making and planning, coordination of instruments and programmes, avoidance of double work, legal compliance, monitoring based on meaningful indicatorsthis is how a modern administration should work!

Integrated management leads to more attractive cities for citizens and investors

Important sign for investors, stakeholders and citizens that the municipality's development is not based on short-lived concepts but on sound and long term planning and professional management.

Integrated management helps to become a positive example for citizens, stakeholders and other local authorities

Municipalities can only expect cooperation from stakeholders and citizens if they go ahead as a positive example. Pioneers receive respect and recognition in their country and on European level!

Integrated management increases the chance to obtain external resources

The local authority provides a guarantee to funding organizations at regional, national and European level that financial resources will be used in a transparent and target oriented manner.

Integrated management: Environmental protection evolves into an economic strategy

Green economy will be strengthened by integrated management. The precautionary principle will avoid environmental costs and maintain essential natural resources and ecosystem services.

Integrated management fosters cooperation across administrative borders

The municipality will prove their contribution to fulfil regional and national objectives. Coordinated planning and joint projects with neighbouring municipalities.

The project has been funded by the EU-Life+ programme and German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety and by the German Federal Environment Agency with means of the Advisory Assistance Programme for Environmental Protection in the Countries of Central and Eastern Europe, the Caucasus and Central Asia. The content of this publication lies within the responsibility of the authors.



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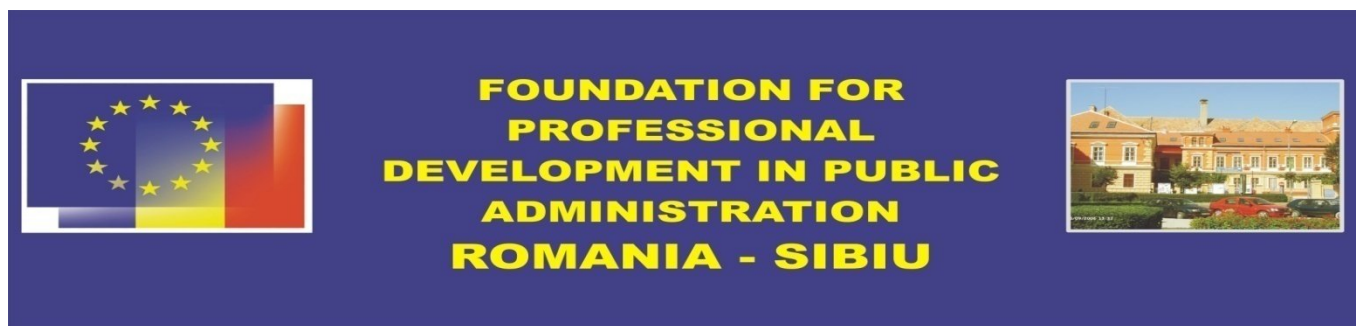
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