

Sustainability Report with integrated Environmental Statement

ICLEI European Secretariat

2009-2010



Imprint

EMASplus is certified, integrated sustainability management and is based on the environmental management of the EMAS (Eco- management and Audit Scheme) and the quality management of the ISO 9001:2000.

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Content

Message from the Secretary General	4
Foreword	5
Company portrait	6
Management Principle	9
Sustainability Management	12
Personnel	13
Our Stakeholders	16
Environment	20
Economic Development	28
Improvement Programme	31
Closing remarks	34
EMAS^{plus} certification	35
Notes	37

Message from the Secretary General

Just 17 years ago ICLEI's European Secretariat started up in an interim office from where the first employees, a Secretary and Office Manager, purchased paper, pencils, scissors and computers. During the initial weeks, the new office already co-ordinated its first project: a team of experts from 14 countries provided input to the "local authorities" chapter of Agenda 21, which was then adopted by heads of states and governments at the Earth Summit in Rio de Janeiro in 1992.

We can be proud of the development of the European Secretariat since its early days - not only in terms of the size it has gained and the fact that it runs all six of the organisation's international programs. It operates ICLEI's International Training Centre (ITC) and has pioneered innovative programs such as ecoBUDGET and the Sustainable Procurement campaign, Procura⁺. The ITC has pioneered the Local Action for Biodiversity initiative. The Secretariat has made significant contributions to ICLEI's global work and always supported our operations in developing regions. Moreover, it has anchored ICLEI successfully in Europe's crowded market place of institutions and it has made partners think of ICLEI as "innovative", "sincere" and "reliable".

As Secretary General, I applaud the team of the European Secretariat for its successful work, and its management for the skilful steering of the organisation through waters with strong competitive currents and financial whirls. The introduction of EMAS+ confirms the advanced role of the European Secretariat and will help to make it an even stronger pillar of the global association. I look forward to its continued success.

Konrad Otto-Zimmermann,
ICLEI Secretary General



Konrad Otto- Zimmermann
ICLEI Secretary General

Foreword

Being a key advocate and supporter for sustainable development on the local level in Europe, the ICLEI European Secretariat has also developed a good track record as a supporter of environmental and sustainability management systems for local governments. In that role we have also supported the further development of the EMAS system and regulations for public authorities and especially local governments in Europe by the European Commission. Furthermore with ecoBudget® we have developed our own approach to sustainability management on the local level, and have carefully looked into the combination and integration with the EMAS approach.

However, nothing is more convincing than to lead by example, or to do what you preach. Therefore, despite the many efforts we had undertaken in detail, it was time to aim for the establishment of a full environmental and quality management system in our European Secretariat.

The introduction of EMAS+ has helped us to systematically track the implementation of our management principles and to further strengthen our commitment to deliver high quality support, guidance and information to our members and stakeholders in a sustainable way. We are proud to present our first sustainability report to document our efforts and goals. For us it provides a solid basis for our efforts towards continuous improvement of our services and sustainability performance. An annual review of the process and the publication of an updated report will document our permanent commitment.

I would like to thank the sustainable management team and especially our coordinator Carolin Thomas for the successful work and the achievements during our first year.

We hope that you enjoy reading our sustainability report, and that it will help to motivate others to introduce environmental and quality management systems and to make additional efforts for a sustainable development of their companies, local governments or organisations.

Wolfgang Teubner
Executive Director
ICLEI European Secretariat

Wolfgang Teubner, Executive Director
ICLEI European Secretariat



Company portrait

We are part of a global association and movement

The ICLEI European Secretariat gGmbH in Freiburg, Germany, is the European executive office of ICLEI – Local Governments for Sustainability. ICLEI – Local Governments for Sustainability is an international association of local governments and national and regional local government organisations that have made a commitment to sustainable development

In 1992 nations from around the world gathered for the United Nations Earth Summit in Rio de Janeiro, Brazil. For the first time, national governments recognised that unsustainable development destroys the basis of life on Earth. Moreover, they recognised that local governments are not only affected by global environmental change, but that local governments also have the power to act and create more sustainable human societies.

The foundation of ICLEI occurred at the World Congress of Local Governments for a Sustainable Future at the United Nations Headquarters in New York in 1990, where it was originally baptised the International Council for Local Environmental Initiatives. Its purpose was to advocate for local governments at the 1992 United Nations Rio Earth Summit. At the Summit, ICLEI introduced and promoted Local Agenda 21 as a major mechanism for local sustainability planning.

Today, more than 1,000 cities, towns, counties, and their associations world-wide comprise ICLEI's growing membership. ICLEI works with these and hundreds of other local governments through international performance-based, results-oriented campaigns and programs. They support the work of ICLEI through their membership fees, as well as their experience and creativity in the development and implementation of projects and campaigns to address the globe's biggest problems.

ICLEI members designate individuals within their local authorities to serve as liaisons with ICLEI. These individuals, called ICLEI Liaisons, are local authority managers and policy makers in the ICLEI member network. Within the organisation they are part of a network of peers and can profit from each other's knowledge.

Membership rates are based upon the population of the local authority and its national per capita income. The payment of dues is made on an annual basis.

The City of Freiburg (Germany) hosts the ICLEI European Secretariat



ICLEI is a democratic local government association governed by its members. The ICLEI Council, made up of all members, convenes every three years to discuss and decide upon the Strategic Plan, upon which the annual work programmes are based. The Council also elects the Executive Committee, which is comprised of 20 individuals representing all regions of the world. The Executive Committee oversees the work of the Regional Secretariats and offices the organisation between the Council meetings. Key documents include the current ICLEI Strategic Plan, the President's Outlook for the 2007-2012 period and the Declaration of Commitment adopted by ICLEI's membership on 3 March 2006 in Cape Town, South Africa.

As an international local government association, ICLEI is involved in many advocacy and policy-making activities. We work with a range of institutions, including various UN institutions, the European Commission, European Parliament, the Council of Europe and Baltic 21, as well as many national government bodies.

In Europe, more than 190 local governments and their associations are members of ICLEI, amongst them 15 European capital cities. More than 60% of the European members have signed the Charter of European Cities and Towns Towards Sustainability (Aalborg Charter), committing themselves to a Local Agenda 21 process. Over one third of European members are also engaged in the Cities for Climate Protection Campaign, and many more are involved in other regional campaigns and projects, for example the PROCURA⁺ and AGENDA⁺ campaigns.

Following a competitive process to find a host community for the European Secretariat, in 1991 the decision was taken by the ICLEI Executive Committee to establish the Secretariat in Freiburg, Germany.

In April 1992 the ICLEI European Secretariat gGmbH was officially established as a non-profit enterprise to support the protection of the environment. During its first years the establishment was financially supported by the state of Baden-Württemberg and the City of Freiburg, which even supplied a premises. ICLEI quickly managed to establish itself as a key player for local sustainable development in Europe. The office and its operations grew steadily and finally in 2003 had outgrown the office premises provided by the City of Freiburg. Consequently the office was moved to our current location in the town center. Today, the ICLEI European Secretariat with its 40 staff translates the global programmes and key strategic activities to the local level in the European region and vice versa. In Europe, we are strongly dedicated to introducing and anchoring new instruments, mechanisms and tools for municipal management, in response to ensuring the unwavering implementation, effective monitoring and continual improvement of sustainable development.

ICLEI Structure

- On average, an academic staff of 40, from all over Europe, work at ICLEI's European Secretariat
- The Regional Director for Europe is Gino Van Begin. He is responsible for overall policy, strategy & programme, governance and advocacy & political representation
- The Executive Director, Wolfgang Teubner, deals with organisational & business development, personnel, finance and operations
- Four Thematic Teams form the basis of our work, namely Urban Governance & Local Agenda 21, Sustainability Management, Sustainable Procurement and Climate & Air
- A number of Thematic Focal Points, staff with a specific focus, work on water, soil & land use, environment & health, sustainable tourism, and Central and Eastern Europe.
- Four Support Section Teams assist the staff, namely Membership, Information, Administration and Accountancy
- The ICLEI European Secretariat also hosts ICLEI's International Training Centre (ITC)

Activities on Good Urban Governance and Local Agenda 21, Sustainability Management, and Sustainable Procurement are our major contributions to these efforts.

The protection of environmental resources and global common goods is another priority area for our European members. ICLEI in Europe has developed activities to protect our Climate and Air since the early nineties. Further themes of our European activities include Water, Soil and Land-Use, Biodiversity, Environment and Health, as well as Sustainable Tourism.

In order to provide the needed support and expertise to local governments, and to further develop the knowledge, instruments, and tools we are actively engaged in project development and fundraising for research and pilot projects, jointly with our members and partners.

A panoramic view of the City of Freiburg



Management Principles

Our institutional framework and stakeholders

ICLEI – Local Governments for Sustainability is a global membership based non-profit organisation for local and regional governments. Its members govern it based on democratic principles and decisions. The World Secretariat and the Regional Secretariats and Offices have been established to implement these decisions on behalf of the organisation. Therefore, our members are always the focus of our work.

We validate our quality by remaining sensitive to the needs and demands of our stakeholders, partners and clients, which are continuously and systematically checked. In this way, we remain open to emerging demands.

Our task and mission

Out of a sense of both responsibility for society today, as well as for our future generations, and in respect of global environmental justice, ICLEI supports cities and local governments in making the transition to becoming Sustainable Cities. This requires an urban management and lifestyle that could be a model for any locality world-wide, without exceeding the carrying capacity of the planet's ecosystems.

We believe that sustainable cities and towns are central to achieving global sustainability and consider a sustainable city to be one that:

- strives to reduce its per-capita use of natural resources to a level that neither endangers local nor global ecosystems,

and at the same time

- ensures that political, economic and social systems guarantee a high quality of life for everyone.

Our focus is the improvement of local governance and management and our work is shaped by a fundamental awareness of the scarcity of environmental resources and the need for all to adapt to the conditions arising from a changing earth.

All of our activities respect the principles of participation, peace, justice and equity, regardless of cultural or ethnic differences.

ICLEI Member City of Stockholm implements many innovative projects



Our management

The management of the ICLEI is guided by the general principles and goals of the organisation, as laid down in the global Charter of ICLEI.

The management of the European Secretariat works in line with the role and authority of the ICLEI Council, Executive Committee, Management Committee, Regional and Country Boards and Secretary General, including her/his delegates, including Global Co-ordinators. It abides by the rules as laid down in the Code of Conduct for Senior Managers of ICLEI.

The European Secretariat of ICLEI is a non-profit limited liability company (gGmbH) according to German law. We value and respect the advantages that this offers and take into account the boundaries that non-profit status provides for the ES and its management.

Our people

We value professionalism and commitment to a cause in order to enhance the quality of our work

We believe that under rapidly changing framework conditions, maintaining the experiences and further developing the expertise of our staff will serve our organisation better than replacing human resources frequently.

We appreciate the internationality of our team and encourage intercultural exchange and mutual learning in respect for each other.

We support a 'learning organisation' principle to achieve success and recognise the contribution made by all individuals.

We work together with a sense of ownership to create a dynamic, efficient and sustainable organisation.

An ICLEI team building exercise in the Black Forest



We value the transfer of knowledge and skills to build capacity within the ICLEI European Secretariat and beyond.

We value an environment where work and enjoyment are combined to create real quality of life and encourage celebration of success.

Our sustainability management

We implement a sustainability management system in line with EMAS, ISO 14001 and ISO 9001 regulations that ensures continuous improvement of our ecological, economical and social performance beyond the legal requirements.

We prefer environmentally friendly and fair traded products and services. In the selection of our business partners, we apply environmental and social criteria.

We regularly record and evaluate our environmental, social and economic impacts. We agree projects for improvement, define clear responsibilities and document results of our sustainability performance, on which we regularly and transparently inform.

The management philosophy of the ICLEI European Secretariat has always had a strong connection to environmental friendly practices through its core objectives. Our sustainability management program allows the measurement of our values, and provides the basis for continuous improvement.



At ICLEI, we use fair traded products and services

Sustainability Management

The management philosophy of the ICLEI European Secretariat has always had a strong connection to environmentally friendly practices. Our sustainability management programme allows the measurement of performance indicators, and provides the basis for continuous improvement.

The Sustainability team is directly responsible to the management board and is composed of a member of the workers` council, one staff member each of the sustainability management team and of the administration team and one representative of the executives. As a panel, they are subordinate to the executive board.

The immediate co-operation of the sustainability team and the executive level of ICLEI speed up the decision making process and increase the insight into necessary measures.

The meetings of the sustainability team take place at least every three months, or whenever considered necessary. The aim is to define the requirements of the annual environmental audit and the further development of our association and to put these results into action.

By survey of these years` basic figures and through regular recordings of future numbers, the results will become measurable and comparable. These will be the bases of improvements the results then can be evaluated.

A more efficient management of documents will be achieved through elevation and evaluation of all basic surveys run by the programme "Avanti", which has been specifically created for this purpose.



All ICLEI staff will in time be inaugurated in the requirements of the sustainability management system.

Personnel

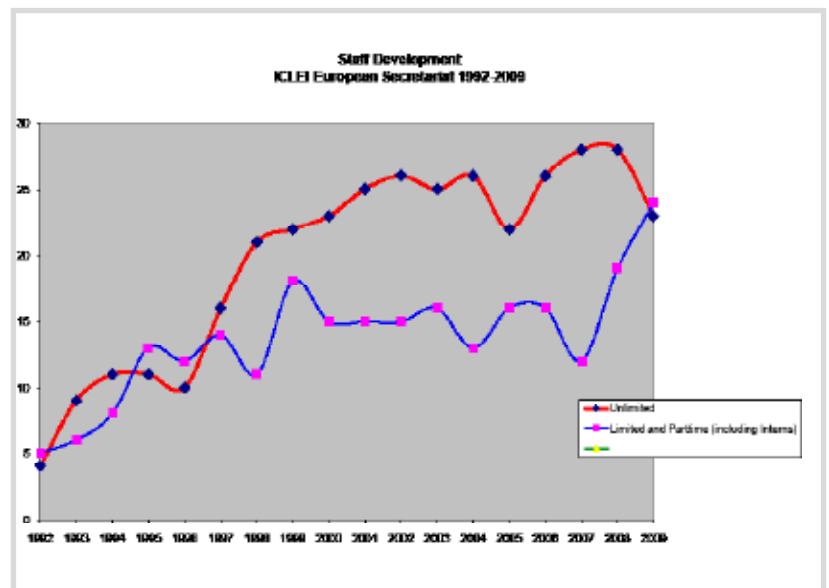
Our staff

In a global organisation and network it is all about communication. It is people who communicate, create ideas, raise awareness and make things move. Therefore the dedication, motivation and expertise of our staff is our key factor for success and the development of ICLEI in Europe. Across the flat hierarchy, within and across teams, easy accessibility and co-operation are characterising our working mode in the ICLEI European Secretariat, to jointly improve our services and products and to advance the sustainability agenda with local governments.

Employment

In 2009 ICLEI European Secretariat GmbH employed 48 people from 12 different countries reflecting the international and multi-cultural character of our work. Though we are committed to long-term labour contracts we have seen a temporary trend from unlimited contracts towards more limited project bound contracts. This development was induced by the fact that some staff with unlimited contracts has left the organisation and had to be replaced by new staff based on limited contract periods for an initial phase.

Although the rapid development of demands on the side of our target group and the extension of topics to deal with does ask for an increased flexibility in terms of expert needs and team compositions, it is not envisaged to change the personnel policy. Therefore it is expected that the number of unlimited contracts will again increase in coming years. Taking into account that the ICLEI European Secretariat was set-up only 15 years ago, the fact that already 6 people are employed more than 12 years, and 9 people longer than 7 years, reflects this policy and the successful development of ICLEI in Europe.



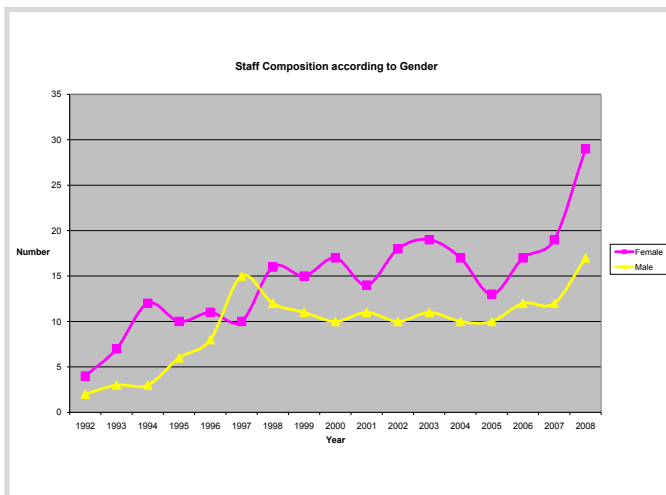
Flexibility

Flexibility is, of course, not a one-way street. We are open to respond to

the needs of employees that want to find special arrangements due to private or family reasons. This entails not only the overall share in employment but also the daily allocation of the working time. Employees are free to arrange the working time around a fairly limited core working time to which everybody must adhere for reasons of internal coordination and accessibility by clients.

ICLEI European Secretariat also consciously supports parental leave arrangements for men and women, and undertakes all possible efforts to comply with the wishes of staff in terms of timing.

Equal Opportunities



We are strongly committed to equal opportunities and non-discrimination. Our recruitment policy is strictly based on a qualification-based approach. In our multi-cultural team we do currently employ 29 female and 17 male persons. In principle this proportion is fairly equally distributed across all levels of hierarchy besides the Director (senior management) level, where we still see a slight majority of male persons. Doing better than the average company, in this partly we still reflect the societal trend.

Personnel Development

Developing people is a key for the successful work of the ICLEI European Secretariat. Every year the ICLEI European Secretariat is hosting 10-12 Interns, who stay for a 6 months paid training period. This training on the job is highly valued by our Interns. Of course, the Interns are also a valuable pool for recruitment and whenever possible we offer employment opportunities to our Interns. Therefore a considerable number of today's staff looks back on a history as ICLEI Intern.

Due to the funding and income structure of the ICLEI European Secretariat, targeted individual or external training measures for staff can hardly be made available. As a consequence the focus is on internal training and education and the participation in conferences and workshops. This is done with considerable success.

To ensure continuous development, and for the identification of needs, each staff member has an annual evaluation meeting with the line manager based on a standard procedure. The approach is a 180° evaluation with a strong feedback mechanism that puts its focus on the further development of staff and the definition of goals and expectations for the period until the next evaluation meeting is due. This approach is a very valuable

40% of ICLEI employees have children



instrument for the management and highly appreciated by the staff members.

Health and Safety

Health is an important factor in sustainability. We are committed to create and sustain a safe and healthy working environment and atmosphere. According to latest studies, especially in office based service institution like ours, psychological factors like stress and working atmosphere are playing a more important role for health than mere technical factors. Next to the focus on a good working atmosphere for everybody we still focus on providing good and healthy workplaces for our people. This is confirmed by the sick leave statistic that shows that ICLEI European Secretariat is ranking far below the German average. The value for 2009 was at 1,92 %.

Staff Satisfaction

A survey carried out in 2007 showed that overall staff are quite satisfied with their jobs and that we see a high identification with the goals and work of the organisation. The flat hierarchy as well as accessibility of senior managers that creates an open and friendly atmosphere was also appreciated. Another aspect that matters is the family-friendliness and flexibility in the company, which becomes increasingly important as we currently have 40% employees with often young families.

However, there are some issues that still need attention. A key point is individual workload compared to nominal working times. This is resulting from expectations that are created via the image of the organisation, and are not always matched by the available resources. The need for fundraising activities is adding pressure on staff resulting in stress.

Furthermore job security is a topic of concern to our staff. The fact that the work of the ICLEI European Secretariat is to a large extend based on project funds seems to create a feeling of vulnerability and uncertainty. Although these perceptions are not at all underpinned by real developments and data about fluctuation, the perception as such and its psychological impact is not underestimated by management.

In cooperation with the Staff Council the development is carefully monitored and controlled.

Since 2008, ICLEI team meetings have become an opportunity for training and information exchange



Our stakeholders

Our members

Our efforts and work are focused on supporting our core stakeholders, our members. Members of ICLEI are local and regional governments, as well as their associations, dedicated to sustainable development.

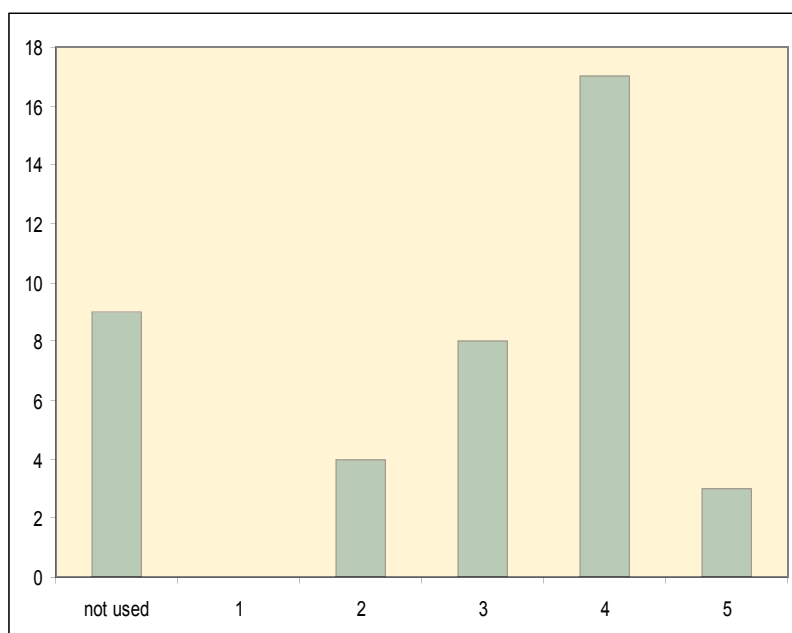
With their annual membership fees they provide the financial basis for the core programme and strategic work of the ICLEI European Secretariat and via the elected representatives in the Executive Committee and the Management Committee they govern the organisation and the operations of the ICLEI European Secretariat gGmbH.

A special role is reserved for our host city, Freiburg, which provides some extra financial support for the European Secretariat and co-operates closely with ICLEI.

Our members are a source of knowledge and good practice in sustainable development, as well as our prime target group to profit from the expertise, knowledge and inspiring ideas of their peers, which are collected and brokered by the ICLEI European Secretariat and not least the expertise of ICLEI staff. To that end, they receive all ICLEI publications for free and are the key group addressed for participation in our research and pilot projects, workshops and conferences.

Membership service - use and satisfaction

Members' satisfaction rate with ICLEI services in general



In order to serve our members best we are committed to constantly improve our information offers, publications and services. A recent survey on our offers and services revealed some interesting and encouraging results. Though some of our members are still struggling with the fact that all regular publications are only available in English, the user rates across all parts of the European region are quite high for our European Website, our regular newsletters, the monthly e-newsletter and the three issues of the printed European Circular. On a satisfaction scale ranging from 1 "very little" to 5 "very much" these products were ranked with 4 or 5 by two thirds or more of the respondents (response rate 36%).

Not surprisingly the user rates of the theme specific guides and handbooks were slightly lower, however, of the 67% who used the products, more than 84% ranked them at 4 or 5. Approximately the same result was achieved for conferences and workshops of ICLEI, where of the 72% that participated, 83% ranked them at 4 or 5.

A challenge for us was revealed in the provision of our exchange and networking services, which show a surprisingly low user rate of 57% and an average evaluation of 3,6. Considering that exchange and networking are at the heart of our organisation and tasks, we will definitely undertake special efforts to improve that situation in the coming year.

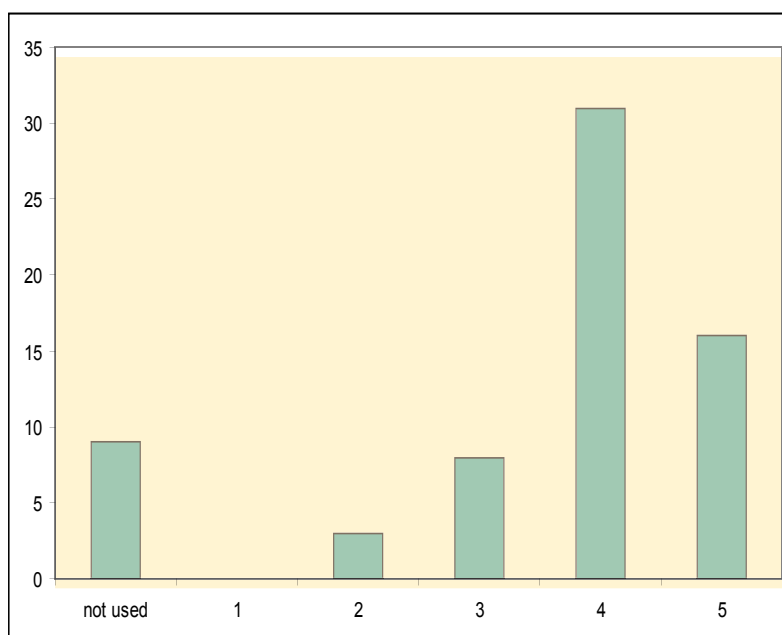
Generally, a lower user rate of those services and activities that require a deeper and longer-term involvement of our members can be observed, for example, the preparation and implementation of projects, whereby the evaluation of those that get involved are overall very positive. Still we will undertake efforts to attract and actively involve more members in these research and piloting activities. Our specific campaigns received a rather positive evaluation (average 4,1) by those taking part, which amounts to 57 % of the respondents.

ICLEI is prominently engaged in the promotion of the role of local governments in the international arena, especially in the course of the ongoing negotiations for a follow-up agreement to the Kyoto Protocol for the implementation of the UN Framework Convention on Climate Protection. Therefore, it is important that our advocacy role is adequately communicated to our members. The results of the survey indicate that there is a communication gap in this respect, since less than 30% of the respondents feel concerned with the advocacy activities of ICLEI. Naturally, ICLEI will give specific attention to this aspect of our work and will improve the situation.

Only recently has ICLEI European Secretariat gGmbH begun to offer specific individual consulting services to our members, for which they are required to pay extra. Though not yet widely used, it is encouraging to see that these were highly evaluated (average 4,3) by those who contracted ICLEI for these services.

Overall, the results of this member survey are taken as recognition of our achievements and supply motivation for future collaboration with our members, which we seek to continuously improve.

Members' satisfaction rate with ICLEI Circular and Newsletter



Funders (Grants)

Most of the successful work of the ICLEI European Secretariat is based on project activities. Research and piloting are key to developing and testing new approaches and technical knowledge that is in high demand to accelerate sustainable development on the local level. This is also in the interest of the funders and their programmes, to which ICLEI submits project proposals. Though the results of the projects are ultimately delivered to our members and other local governments, the funders evaluate and monitor the implementation and success of our projects. The feedback indicates a consistently high level of satisfaction with the results and the management of projects. This impression is confirmed by the high success rate of projects proposals submitted.

Contractors (Service Contracts)

Another large source of income are service contracts, under which ICLEI provides services to local governments, national governments and international institutions (incl. European Commission, UNEP etc.). The increasing number of service contracts, as well as the continuous co-operation with a number of partners, is an indicator for a high level of client satisfaction.

Local governments

In order to move the sustainability agenda, ICLEI is also reaching out to all local governments that take an interest in our topics and ideas beyond the core group of our highly committed members. This is done partly in a representative role for European and international advocacy, on behalf of local governments (for example Conference of the Parties to the UN Convention on Climate Protection, UN Commission on Sustainable Development, etc.).

Officials from ICLEI Member cities participated to the Geneva Symposium, organised by ICLEI in October 2008



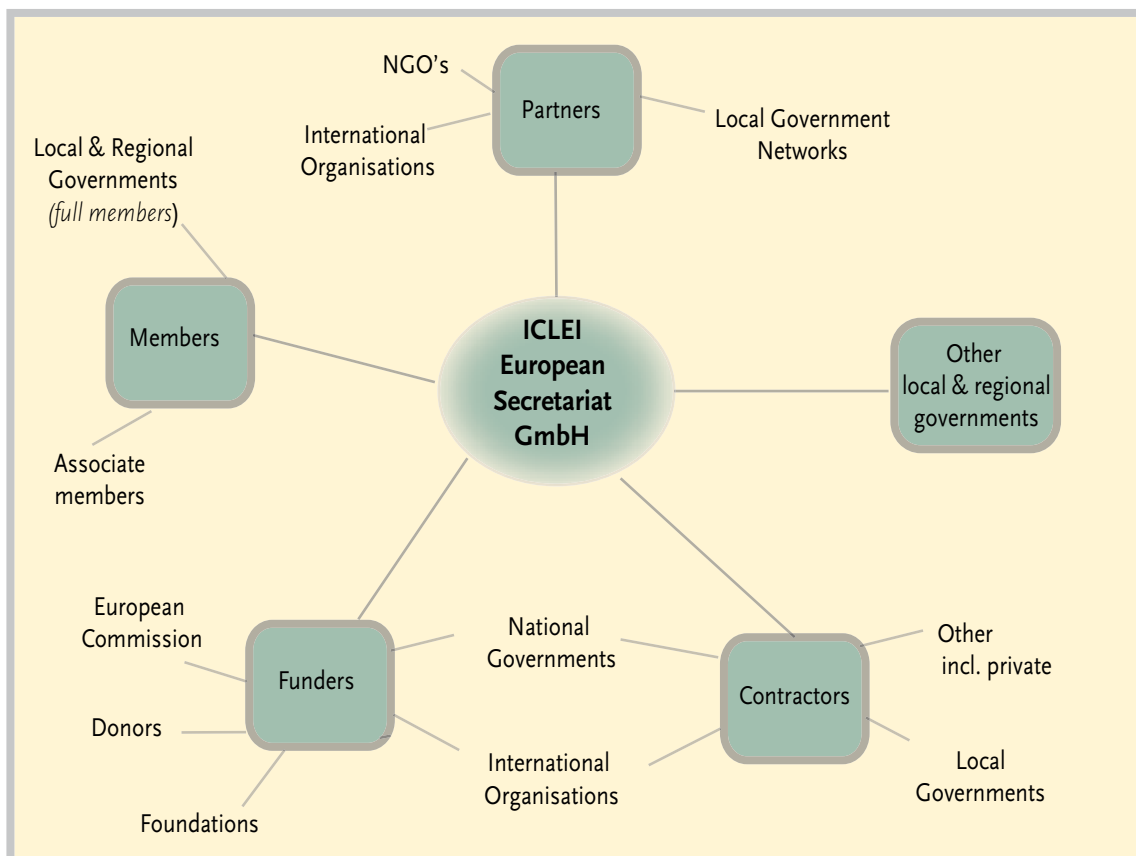
Another way is through their involvement in projects that are implemented by the ICLEI European Secretariat or their participation in thematic networks (Procura⁺, Agenda⁺) for which local governments pay an extra fee. However, compared to regular members they are not in any way involved in the affairs of the organisation and do not receive any of the regular services (European Circular, E-Newsletter). Of course, they can also profit from the published and publicly available information, be it via our rich website or our printed material. Due to the strong role of third party funding, most of the guides and handbooks resulting from pilot projects are disseminated to all local governments.

Partners

Although ICLEI as a global local government organisation with the clear purpose to support and foster sustainable development is unique, it still acts in close relationship with an existing institutional environment. We value these partnerships as an important element of our strategy and work to achieve the goal of sustainable development. This includes international organisations and bodies, such as the UN programmes and institutions or the European Commission, as well as other local government networks and organisations on a global and regional level.

As the key advocate for local governments, ICLEI co-ordinates the local government reporting on the implementation of Agenda 21 to the Commission on Sustainable Development (UN-CSD) of the UN. Furthermore, ICLEI co-ordinates the local government input to the Conference of the Parties to the Framework Convention on Climate Change (UN-FCCC). For example, in 2007 ICLEI established a global local government roadmap process, in relation to the ongoing negotiations for a post-Kyoto Protocol. This process involves all major local government actors, including major European networks (CEMR, Eurocities, Energy Cities, Climate Alliance).

ICLEI European Secretariat is also a driver within the European Sustainable Cities and Towns Campaign, a joint effort of major local government networks to implement the so-called Aalborg process (Aalborg Charta, Aalborg Commitments).



Environment

The activities of the ICLEI European Secretariat take place in a 660m² rented office space in the city centre. Since environmental protection is one of the key concerns of the European Secretariat we have always strived to work in an environmentally friendly way. This means that we try to keep our resource consumption as low as it can be, and buy products that are produced as organically and locally as possible, and/or are power saving.

Already in the year of the introduction of the Office Environmental Management program we have drafted an improvement program with the goal of saving energy, and meaningfully coordinating and optimizing current activities.

Energy for Heating

Our office areas are heated exclusively by gas through a centralized heating system. Hence we are only able to influence the consumption by specifically switching the various heaters in the office on and off according to the respective demand. All new employees are given instructions during the administrative introduction, and the ICLEI team is continuously bound to economical usage.

The consumption in 2009 was 66.615,14 kWh (compared to 49.464,85 kWh in 2008), this corresponds to 1.723 kWh per fulltime employee (1.357 kWh in 2008).



Power

The consumption of electrical energy, aside from the heat energy, also plays an important role in our office. Since April 1st, 2007, the EWS Schönaue (power plant) has been providing our office with 100% green electricity, which is produced with a minimum of toxic discharge and is free of atomic energy. The electricity is guaranteed to be produced from at least 50% renewable sources. For example the energy mix in 2008 was comprised of 90,1 % renewables and 9,1 % heat and power cogeneration. The resulting CO₂ emissions were approximately 23g CO₂ / kWh (figures for 2009 ie Werte für 2009 are not yet available).

Most of the consumption of electricity in the ICLEI European Secretariat office is used by electrical devices and lights. In order to prevent unnecessary electrical consumption, we consider the energy consumption of all new devices that we buy. For example we have been steadily replacing all our CRT monitors with ergonomically and environmentally improved LCD displays. Our lighting systems are 99% within the energy efficiency category A. In order to light our floors and workplaces we exclusively use day-light spectrum lamps with electronic ballasts. This technology reduces the electricity consumption to one fifth, and the life span of the lamps is significantly longer in comparison to conventional light bulbs. Our employees are continuously trained to turn the floor lights on and off according to demand, and only in the respective areas where light is needed. All of our workplaces, networked printers and fax stations are equipped with extension cords with off switches, which are shut off at the end of the day in order to completely separate the electrical devices from the power grid and prevent unwanted phantom power use.

The consumption in 2009 amounted to 24.198 kWh and 626 kWh per fulltime employee, thereby being 5,3% lower per fulltime position than in 2008 (2008: 24.079 kWh total, 661 kWh per employee).

Water

The consumption of water is caused exclusively by the usage of the kitchen and the washrooms. The toilets are equipped with water stoppers, which can be used to regulate the amount of water. There are also information signs with a short explanation of the usage of the water stoppers. The kitchen contains a dish washing machine whose low energy and water consumption puts it into the energy efficiency class A.

After detailed research a waterless urinal has been ordered to save water in the long run. The water consumption in 2009 (in the period from January 09 to December 09) lies at 276,16 m³ and thereby at 7,14 m³ per employee in fulltime position. During the period of March 2008 – February 2009: 242,10 m³ total, 6,47 m³ per employee.

Office Materials/Paper consumption

Since 2009 the entire paper purchase has been switched to certified types, which means that all colour and white papers carry the environmental labels Blue Angel or Nordic Swan.

Recycling is also practiced by us for economic reasons. We buy the consumable items, as far as the choice of products allows us to, according to the sustainable office supply vendor memo.

All of our business papers and print shop commissioned goods are exclusively, with a few exceptions due to technical reasons, printed on Recystar, an environmentally friendly paper that has been awarded both the Nordic swan and the „Umweltengel“. All of our printers have double sided printing as a default setting where possible.

Draft prints are mostly done on paper with a previously printed single side.

Business Travel



The business of ICLEI requires to some extent a high degree of travel in Germany, within Europe and to destinations in other parts of the world. There is a rule in our office, that all destinations that can be reached via a night train are to be reached via train. Admittedly, the current public energy policy of subsidized cheap flights causes a conflict of interest between economy and environmental friendliness for our choice of method of transport. Our goal for the next few years is to add CO₂- equalization payments to the cost of travel which will be accepted by the financial supporters of the projects that we participate in. For business trips of the year 2009 there is a CO₂ balance of 224.45 for travelling by plane (in 2008: 115.13 t) and 9.63t by train (in 2008: 10,04 t).

The higher number of flights is due to the ICLEI World Congress in Edmonton, Canada as well as the 7th EcoProcura Conference “Climate Neutral through Procurement” in Reykjavik, Iceland with a great number of colleagues participating.

Commuting to work

Our staff show a high degree of environmental awareness by avoiding the use of CO₂ emitting methods of transport. They explicitly prefer the use of bicycles and public transportation for their commute to work. Their decision is made easier by the fact that our offices are located in a cen-

tral location with very good access to bus and streetcar connections. The central train station is only a ten minute walk away. 95 % of our staff live in Freiburg, and the remaining 5 % live between 15 and 45 km away. The commute to work is accomplished 62 % by bike, 20 % by walking, and 16 % by public transit. Only 1.75 % of the commute to work is done with a private automobile.

Commuter traffic 6.76 t. This balance can hardly be improved.

Waste

Our waste is composed of used paper (printer paper, out of date print shop materials), recyclable waste (plastic and metal packaging), residual waste (kitchen waste from the communal kitchen and unsalvageable items), and hazardous material containing waste (batteries, fluorescent lights, discarded IT equipment). This waste is separated by us as paper, recyclable, residual, or special waste. In all offices, storerooms, hallways, washrooms, and the kitchen, there are the appropriate kind and number of clearly labeled waste containers available. The special waste is unique in that it is exclusively collected in the storage room, and then properly disposed of at one of Freiburg's depots.

The City of Freiburg waste management program does not offer the separate disposal of organic waste (brown bin) in the city centre.

The owner's association head office organizes the waste disposal for the entire office complex. It has made large communal waste bins available in the cellars of the various buildings, which are used by all of the tenants.



Indirect environmental impacts

Indirect environmental effects are caused by the ICLEI European Secretariat, as a result of the economic activities of our suppliers. These were audited in 2008 according to their environmental awareness and activities. The results revealed that our suppliers are satisfactory in these respects. Future surveys are planned on a biannual basis. In the choice of suppliers, a satisfying eco-balance is not only crucial, but a precondition for long-term co-operation.

Positive indirect environmental impacts arise from our role as a communication facilitator for environmental management, carrying out an advisory function for cities and communities worldwide, in co-operation with 11 further ICLEI offices and secretariats in all continents



Indicators for the ICLEI European Secretariat

N.	Indicator	Unit	2007	2008	2009
Office indicators					
1.	Staff members (s.m.)	Number	35,51	36,44	38,68
2.	Heatable floor space (front wing)	m ²	440,00	440,00	440,00
3.	Heatable floor space (back wing)	m ²	220,00	220,00	220,00
	Heatable floor space (total)	m ²	662,00	662,00	662,00
4.	Usage hours	uh	2.805,00	2.805,00	2.805,00
Environmental indicators					
5.	Thermal energy				
5.1	Consumption adjusted for climatic conditions	mWh/a	62,48	49,46	66,61
5.2	Calculated consumption / space	mWh/m ²	0,09	0,07	0,10
5.3	Calculated consumption / usage hours	mWh/uh	0,02	0,02	0,02
5.4	Cost of thermal energy	Euro	3.163,21	3.200,69	2.657,77
5.5	Thermal energy from solar collectors (estimate)	mWh p.a.	0,00	0,00	0,00
6.	Electricity				
6.1	Total consumption	mWh p.a.	24.034,00	24.079,00	24.198,00
6.2	Spacial consumption	mWh/m ²	0,04	0,04	0,04
6.3	Consumption / usage hours	mWh/uh	0,009	0,009	0,009
6.4	Cost of electricity consumption	Euro	4.919,78	5.187,55	5.292,75
6.5	Electricity generated by photovoltaics	kWh/uh	0,00	0,00	0,00



No.	Indicator	Unit	2007	2008	2009
7.	Water		not significant due to measurement error		
7.1	Total consumption	m ³	78,1	94,2	276,16
7.2	Consumption / usage hour	m ³ /uh	0,03	0,03	0,10
7.3	Water / waste water cost	Euro	283,68	387,37	1.336,84
8.	Paper				
8.1	Total consumption	Kg	6.417,13	3.280,09	3.682,92
8.2	Total consumption	kg/s.m.	180,71	90,01	95,22
8.3	Fresh fibre percentage	%	n.r. (not recorded)	0%	0%
8.4	Recycling percentage	%	n.r.	100,00%	100,00%
9.	Tranportation			1.1.- 15.9.08	
9.1	Business trip	kg CO ₂ /s.m.	n.r.	125.169,00	234.077,00
9.2	Air travel	%	n.r.	91,98	95,89
9.3	Train travel	%	n.r.	8,02	4,11
9.4	Commute	km/MA	n.r.	4,76	n.r.
9.5	Car travel	%	n.r.	1,75	n.r.
9.6	Public transport	%	n.r.	16,48	n.r.
9.7	Bycicle	%	n.r.	61,43	n.r.
9.8	Walking	%	n.r.	20,43	n.r.
10.	Waste				
10.1	Waste in total	l	n.r.	n.r.	n.r.
10.2	Waste disposal cost	Euro	1.969,26	1.969,26	1.726,73
10.3	Percentage				
10.4	Residual waste	%	n.r.	n.r.	n.r.
10.5	Paper	%	n.r.	n.r.	n.r.
10.6	Recyclable waste (green dot)	%	n.r.	n.r.	n.r.
10.7	Organic waste	%	n.r.	n.r.	n.r.

Core indicators EMAS III →

Core indicators EMAS III

Number of staff members (s.m.): 35,51 (2007)/36,44 (2008)/38,68 (2009)

Total property area (m²): 662

Core indicator	Unit	2007		2008		2009	
		Consumption	Consumption/ s.m.	Consumption	Consumption/ s.m.	Consumption	Consumption/ s.m.
1. Energy efficiency	not applicable						
Total	MWhp.a.						
Adjusted to climate conditions	MWhp.a.						
2. Percentage renewable energy of total	%			29,44			25,56
Heating (Thermal)	%	0		0		0	
Electricity	%	0		90,1		95,9	
3. Material efficiency	not applicable						
4. Water	m ³	78,10	2,20	94,20	2,59	276,16	0,067
5. Waste	not applicable						
6. Hazardous waste	not applicable						
7. Degree of soil sealing as indicator of biodiversity							
Sealed space	m ²	662,00	18,64	662,00	18,17	662,00	17,12
8. CO ₂ emission	t CO ₂	n.r.	n.r.	125,17	3,43	234,08	6,05

Economic Development

Continuity, Stability and Sustainability

The ICLEI European Secretariat is set-up as a non-profit GmbH according to German law. Its single shareholder is the ICLEI-Local Governments for Sustainability (Management) Inc., Toronto, Ontario. The Board of the ICLEI-Local Governments for Sustainability (Management) Inc. forms the Shareholder's Assembly of the ICLEI European Secretariat GmbH.

Since its foundation with the support of our host community Freiburg and the state of Baden-Württemberg, the company has continuously and successfully developed to its current level. From the outset it has become obvious that without receiving institutional funding, the income from membership fees alone would not be sufficient to supply the necessary services to our members and stakeholders. Therefore the ICLEI European Secretariat GmbH immediately started to raise additional funds for specific project activities, especially in the field of research, piloting and large-scale dissemination.

Based on the high level of success in project development and fundraising the company constantly grew from a turnover of 267 thousand Euro in 1992 to a turnover level that is constantly above 2 million Euro since 2002. Being driven by the cause of sustainable development and the needs of our constituency, economic interest and growth are never the main motivations behind this development. Nevertheless careful economic management and monitoring are needed in order ensure the stability, continuity and sustainability of the organisation, which is the core interest of our approach.

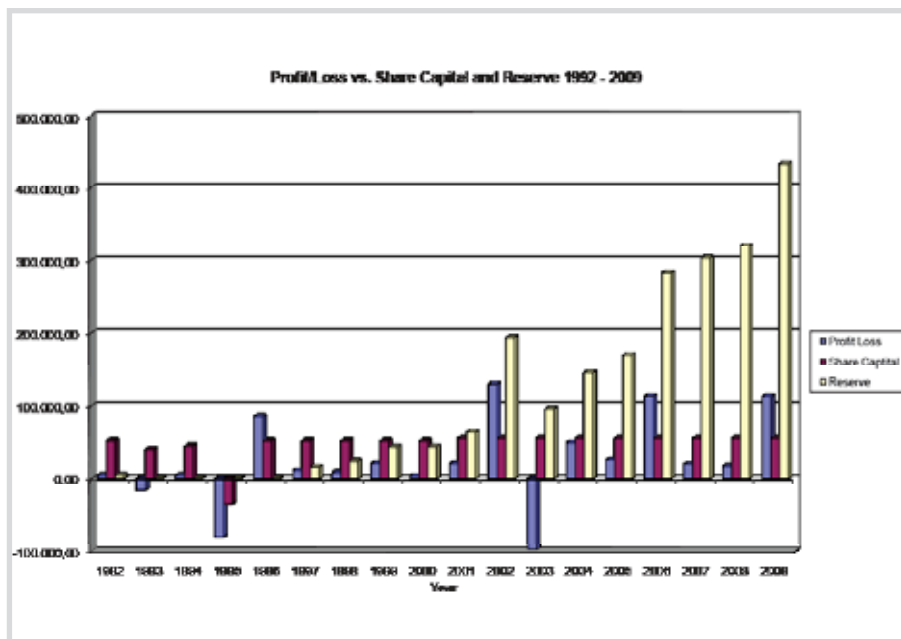
Recent results

It has always been in the key interest of the economic management to constantly improve the planning and controlling tools, in order to be able to manage the growing number of projects in a transparent and diligent manner, and to ensure the availability of the necessary liquid funds for their implementation. The results of the last years have allowed us to increase the reserve for current business by 100% between 2004 and 2007. In 2008 and 2009 (before audit figures) it could be increased further.

After a fairly stable income situation between 2005 and 2008 keeping it around 2,5 million EURO allowing modest positive economic results, in 2009 a steep rise in turnover pushed the income above 3 million EURO. Besides a further increasing number of active projects to more than 60,

the rise was also due to large amounts of external costs that had to be managed within a few large-scale projects. As a consequence the turnover will most likely not be sustained on the 2009 level in the consecutive years but the aim is to keep it clearly above the 2005 to 2008 levels.

Overall the ICLEI European Secretariat GmbH is in a stable economic condition and has a sound basis to meet the opportunities and challenges ahead.



Profit/ Loss vs. Share Capital and Reserve, 1992-2009

Indicators	2006 in €	2007 in €	2008 in €	2009 in €
Income	2,510,935.18	2,552,983.51	2,502,520.94	3,075,000.00
Turnover	2,333,619.88	2,400,296.71	2,288,247.99	2,288,247.99
Other revenue	177,315.30	162,686.80	214,272.95	1,761.95
Expenses	2,391,641.55	2,533,506.44	2,485,673.32	2,962,000.00
Personnel cost	1,413,451.93	1,522,163.89	1,612,617.18	1,718,762.12
Other costs	968,016.16	1,000,610.89	866,372.71	1,229,817.88
Investment/ Depreciation	10,173.46	17,301.24	12,417.14	13,420.00
Annual result	119,293.63	19,477.07	16,847.62	113,000.00

Controlling and monitoring

The ICLEI European Secretariat gGmbH is presenting its annual budget to the Shareholder's Assembly for approval. During the business year the ICLEI European Secretariat gGmbH is reporting the results on a quarterly basis to the World Secretariat and to the Shareholder's Assembly for monitoring of the implementation and economic development.

The annual financial report is due to be audited in accordance with the rules for large capital corporations according to §§ 268 – 263 and §§ 264 – 335b of the German HGB by an independent auditor.

Internally we have developed routines and procedures for permanent cost controlling of all projects. In 2007 a new real-time system for the planning, recording and monitoring of staff time and personnel costs has been successfully introduced to further improve the management and optimal allocation of personnel and expertise for the successful implementation of projects.

Improvement programme

ABC-evaluation

The ABC-evaluation has been made on the basis of a number of factors, on the base of the checklists, ecomapping, indicators, secondly strength and weaknesses by personnel survey and weather map, supplier assessment and stakeholder survey.

↑ Relevance for Sustainability

Strategy & management	Internal communication	Consumption of water
Business trips	External communication	Education of staff members in EMAS
	Services & products	
	Heating / Cooling	Cleanliness by staff members
	Optimisation of supply inventory	
	Paper consumption	
Consumption of electricity		

Room for improvement →

Highest priorities

- Water consumption
- Education of staff members in EMAS
- Cleanliness by staff members
- Internal communication
- External communication
- Services & products
- Workload

Goals and measures

The following table contains the measures that have been established by the improvement programme for this year. Many of the measures have already been implemented or are currently running.

Targets and Indicators of target achievement	Measures	Status	Deadline
Resource consumption			
Reduction of electrical energy use of 10% per staff (baseline 2007)	Staff training Replacement of old CRT monitors with LCD monitors	Reduction of Use by 7.5 % per staff (Dec. 2010) 39 of 55 monitors = LCD monitors at the end of 2010	End of 2011 Continuous
Reduction of water consumption of 7% compared to 2008	1. Water taps: Replacement of gaskets, Fitting with aerators 2. Men's toilet: flush with "Stop" function 3. Installation of a waterless urinal	No reliable figures due to defective and not complete reading of the water metres 1. Not realised yet 2. Realised 3. Placement of order (12/10)	Mid of 2011
Reduction of heat energy of 7% (baseline 2007)	Staff training	Reduction of 2% in 2009 compared to 2007	End of 2011
Financial compensation of CO₂ emissions	Documentation of CO ₂ emissions of business trips, can be used for negotiations with project funders	CO ₂ emissions will be recorded continuously	End of 2011
Reduction of paper usage	- Use of the saving function of the printers - Recycling and use of scarp paper	in progress	End of 2011

Targets and Indicators of target achievement	Measures	Status	Deadline
Workplace and workplace environment & Health			
Workspace improvement	Optimisation of individual workspaces in the context of an analysis by a health insurance consultant.	Optimisation completed by April 2009 at all workspaces, new staff are instructed accordingly at start of work	Continuous
Improved hygiene, cleanliness, and organization of the communal kitchen.	<ul style="list-style-type: none"> - Continuous training of the ICLEI team / Conduct instructions - Installation of a changing kitchen duty plan 	in progress	Continuous
Balancing of workload	Further improvement of internal coordination and capacity planning	Improved monitoring of overtime balancing through obj. criterias by the staff council	Continuous
Internal and External Communication			
Improvement of internal communication concerning sustainable projects	<ul style="list-style-type: none"> - Use of the improvement management system (Belohnugssystem) - Regular communication of topics of the EMAS team to staff members 	System is well accepted and used, EMAS newsletter every second month informs about sustainable activities	Continuous
Improvement of the external communication about realised sustainable projects	Spreading of information about sustainable attitude in the office and achievements on our website, in the European Circular and in the cours of conferences etc.	in progress	Continuous
Office Management			
Restructuring of the electronic filing	Definition of criteria and implementation	in progress, Improved ext. access with high security standards	Mid of 2011
ICLEI ´s Products and Services			
Further improvements and profiling	Strengthening of team processes to transfer know-how and project results into products and services	continuous	End of 2011

Closing remarks

Against the background of the Johannesburg World Summit and national sustainability strategies, sustainability as an issue has become a great challenge for companies.

As such, the introduction of a continuous and integrated sustainability management system for ICLEI is indispensable and unavoidable – particularly in respect of our pioneering role in being a good example for cities and communities. Therefore, in Summer 2007 ICLEI used the opportunity to work out the conditions for certification together with other organisations in the EMAS Konvoi - a programme by the Baden-Württemberg Ministry of Environment that supports small and medium sized companies and associations in an ecological audit scheme. A small group of companies share the experience under the instruction of a professional advisor.

Even before the sustainability management was introduced, ICLEI has operated and procured ecologically and resource use was managed carefully. Through EMAS^{plus}, we are now working on improvements in a continuous and controllable way that will have economical, ecological, as well as social impacts.

At times, the requirements of the EMAS^{plus} introductory process that come on top of each staff members daily work have really tested us. But, in the end, a solution could always be found and at last, we can say that we are enriched by an increase in transparency for all team members and through a forum for new approaches.

I thank all members of the sustainability team and our student helpers for the successful cooperation of this process and KATE, especially Günter Koschwitz, for the valuable support that was always tuned to our needs. I can encourage other organisations that are facing the decision to introduce a sustainability management system to follow through with their ideas: you can do it!

All in all, we are convinced that we have made our organisation more fit for the future with this step and that we will secure the value of our organisation in the long term by systematically dealing with the issue of sustainability.

Carolin Thomas
EMAS Team Coordinator



Gültigkeitserklärung

Der
Umweltgutachter
Dipl.-Ing. Henning von Knobelsdorff
Mozartstraße 44 in D-53115 Bonn

hat das Umwelt- und Nachhaltigkeitsmanagement-System, die Nachhaltigkeitsprüfung, ihre Ergebnisse und den Nachhaltigkeitsbericht mit integrierter Umwelterklärung von dem

ICLEI
Europasekretariat
Leopoldring 3
79098 Freiburg

mit dem NACAE Code 74.84 "Erbringung von Dienstleistungen überwiegend für Unternehmen, a.n.g.", auf Übereinstimmung mit der Verordnung (EG) Nr. 1221/2009 des Europäischen Parlaments und des Rates vom 25. November 2009 über die freiwillige Beteiligung von Organisationen an einem Gemeinschaftssystem für das Umweltmanagement und die Umweltbetriebsprüfung (EMASIII) und auf Übereinstimmung mit dem Nachhaltigkeitsmanagementsystem EMASplus.

das im Rahmen des Projektes „Sustainable Churches“ von KATE-Kontaktstelle für Umwelt & Entwicklung, dem IKG-Institut für Kirche und Gesellschaft und den beteiligten kirchlichen Partnerorganisationen entwickelt wurde, geprüft und den vorliegenden Nachhaltigkeitsbericht mit integrierter Umwelterklärung für gültig erklärt.

Es wird bestätigt, dass

- die Begutachtung und Validierung in voller Übereinstimmung mit den Anforderungen der Verordnung (EG) Nr. 1221/2009 durchgeführt wurde,
- keine Belege für die Nichteinhaltung der geltenden Umweltvorschriften vorliegen,
- die Daten und Angaben der Umwelterklärung des o.b. Standortes mit insgesamt 44 Mitarbeitern im begutachteten Bereich, ein verlässliches, glaubhaftes und wahrheitsgetreues Bild sämtlicher Tätigkeiten der Standorte innerhalb des in der Umwelterklärung angegebenen Bereiches geben.

Der nächste konsolidierte Nachhaltigkeitsbericht mit integrierter konsolidierter Umwelterklärung wird der Registrierstelle spätestens bis zum 19. November 2011 vorgelegt

Bonn, den 14. Dezember 2010

Henning von Knobelsdorff
Umweltgutachter
DE-V-0090

EMAS Konvoi is a promotional programme of the Baden-Württemberg Ministry of the Environment that supports small and medium-sized companies and associations in an ecological audit-scheme.

Under the instruction of a professional advisor small groups of participants are guided towards environmental management.

The 2007 - 2009 participating institutions of the EMAS programme of Nürtingen, as supported by the Ministry of Environment of the state of Baden-Württemberg, are:

- Protestant Church of Oberensingen Hardt
- Protestant Lutheran Church of Nürtingen
- Protestant Church Versöhnungskirche Nürtingen
- ICLEI - Local Governments for Sustainability
- Kindergarten of Nürtingen-Hardt
- Forest District of Nürtingen
- Samaritan Foundation Dr.-Vöhringer-Heim
- Samaritan Foundation head office
- Samaritan Foundation Tagesklinik im Schloessle
- Samaritan Foundation Wohnstaette Oberensingen
- Society Freies Kinderhaus e.V.

