

**A total of 15 examples have been collected, as described below. In this annex, three examples of anchorage projects are described: examples 2, 8 and 11.**

### **Fredericia**

Example 1: Agenda 21 Citizens' group in Fredericia

Example 2: Green Network

Example 3: Watercourse restoration with project groups

### **Copenhagen**

Example 4: In town without my car

Example 5: Green Diploma

Example 6: Health and ecology in sports centres

### **Herning**

Example 7: The Green Council for Day-care centres in the Municipality of Herning

Example 8: Green Guide – Local Environmental Guide

Example 9: Green booths at the Country show

### **Albertslund**

Example 10: User group

Example 11: My City – Clean City

### **Ballerup**

Example 12: Involving citizens in hogweed control

Example 13: We are biking to work

Example 14: Institutions green accounts

## Example 2

### **Anchorage instrument Description and evaluation**

**Project name: Green Network**

**Municipality: Fredericia**

**Category: Network/organisation**

**Target group: Enterprises**

**Contact person: Carl Åge Gregersen , tel. +45 72 10 76 72**

**Time horizon**    **Project description**

Green Network is a ten years old Environmental network for cooperation between authorities and enterprises - with its key efforts focused on preparation of environmental statements, in recent years, however, with increasing focus on social statements.

The original target was to get most environment for the efforts, and it was believed that this could be promoted through a voluntary effort from the most environment-oriented enterprises. Since then, the network has grown substantially - and today 250 enterprises participate.

Since 2002, Green Network has worked according to these strategic fields:

- Strengthening implementation of sustainable environmental work
- Developing tools to manage "social accounts"
- Developing tools to support the dialogue between enterprises and authorities
- Developing business-to-business dialogue
- Facilitating involvement of new parties
- Being at the forefront - so as to match global challenges
- Disseminating the idea of regional cooperation on sustainability, and contributing by making knowledge and competencies available to other networks.

The key task of Green Network is to prepare sustainability statements. A detailed manual has been drawn up; the municipalities assist with expert staff in the preparation of the first statement of an enterprise; a diploma is issued for well-performed statements etc.

In addition, Green Network organises a number of events, and a wide range of projects are conducted in associated fields – such as strategic efforts, eco-friendly purchasing, environment as sales parameter, transport, new rules and problem areas etc.

The target group of Green Network is enterprises in the County of Vejle and in Middelfart. Key persons in the network are staff working with environmental and social issues, both in enterprises and with the authorities. The participating municipalities spend an annual two to four man-years and eight to ten job-training courses. To this should be added resource consumption in the enterprises. Several projects have been supported with public funds.

## **Evaluation**

### **Anchorage perspectives**

In ten years, Green Network has expanded from 50 to 250 members and has developed from making environmental statements to working with sustainability.

The ownership within the municipality is very high, and the political anchorage is next to unshakable, when it comes to the preparation of the environmental statement.

The ownership for enterprises varies. Some find it difficult to maintain the dedication, while others succeed in turning the task into routine. The best way of expressing it was done by one of the local enterprises: "If you want to be part of the good company – you must join Green Network."

Among the strong aspects relating to anchorage of the efforts among the enterprises, in addition to the concept of statements, is the fact that the president is always a business representative, and that the committee is always made up of 50 % business people.

The entire concept of environmental statements has become institutionalised with regular routines, deadlines and a festive presentation of diplomas.

The network has also demonstrated its strength by being one of the key players in the establishment of Key2Green – a nationwide network for networks.

In terms of hardcore effects, indicators may be number of participating enterprises, completed statements etc. By contrast, it is very difficult to measure total environmental impacts, since efforts are made in very different fields and the starting point is difficult to define. However, Green Network has currently prepared "overall green accounts" presenting a number of key figures for the effort.

**Evaluation**

**Conclusion and recommendations**

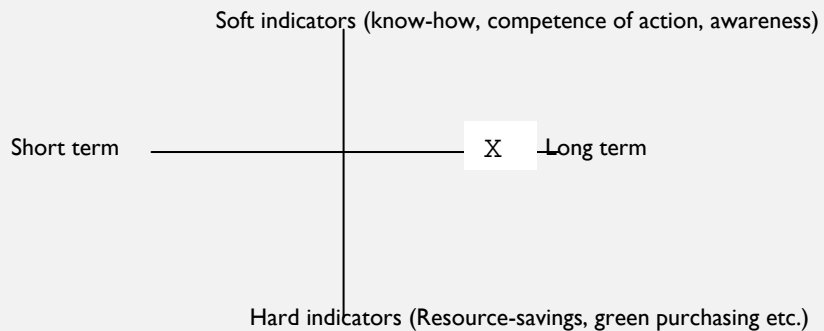
Overall, Green Network is a very successful project enjoying much back-up both among local businesses and with local politicians. The reason for the success is found, among others, in the influence businesses have on the project and in the considerable public resources invested.

The results have been attained with much commitment and considerable efforts. During all ten years there have been a number of pioneers, a management committee and a secretariat that have managed to renew efforts continuously.

Today's challenges are, among others

- To convert from environment to sustainability in the entire concept
- To maintain creativity and commitment broadly - and not only for new assignments - among those working with environmental issues.
- To ensure continuous prioritisation among enterprises. Including to ensure resources for reasonable time consumption.

**Anchorage model - Where is the project placed in the model**



The model describes the relationship between hard and soft indicators in the short and long-term perspectives. The number of x'es states how much weight has been put on the different areas.

## Example 8

### **Anchorage instrument Description and evaluation**

**Project name: Green Guide – Local Environmental guide**

**Municipality: Herning**

**Category: Resource support**

**Target group: Day-care centres – staff, children, parents**

**Contact person: Green Guide Line Thastum, tel. +45 96 28 26 99 e-mail:  
mjolt@herning.dk**

**Time  
horizon**

#### Project description

Short description and background of the project

**The Green Guide in Herning was engaged in 1998 with subsidies from the now discontinued Green Fund under the Ministry of the Environment. From 1998 – 2003, the guide was employed by a locally anchored steering committee with co-financing from the municipality. From 2003, the Green Guide has been fully financed and employed by the municipality. The Green Guide is a local environmental guide for citizens, enterprises and the institutions of the municipality. The mission of the Green Guide is to work for anchorage of environmentally sustainable thinking through resource support and cooperation with local players, dissemination of know-how, indications for sustainable options for action, "midwife" and initiator of sustainable activities and projects.**

Purpose:

**To anchor sustainable thinking among citizens, enterprises and the municipality's own institutions and administrations – and thus contribute to creating behavioural change in a sustainable direction.**

(quantifiable) objectives

**May be many and diversified depending on the projects launched. One of the general quantifiable objectives is that many people know the guide and make use of her, that many people have a good mind to cooperate and launch sustainable initiatives with resource support from the guide.**

Target group, players and initiators

**The original initiators were a number of local green groups together with the municipality as a co-financer. The target group consists of citizens, associations and groups, enterprises and the municipality's own institutions, which are thus also players.**

**The Green Guide herself is an important player and works within**

**relatively open frames with room for seizing open opportunities.**

Time frame

**Presently, the Green Guide is under permanent employment.**

Resource consumption: time/DKK, voluntary and any other resources

**In addition to the salary of the Green Guide, the guide has a minor budget (DKK 75,000,-/year) for events, preparation of pamphlets, exhibition materials etc.**

**Many voluntary resources are attached to the work of the Green Guide through cooperation on environmental projects etc.**

Activities

**Education, information and knowledge-building among the different target groups in the form of, for example: Newsletters, columns, website, exhibitions, market days, lectures, topic days, courses. Through this, also indications for options for action and building of competence of action. Resource support to Agenda initiatives taken by citizens and associations. Networking through resource support to local green councils and groups. Work with concrete municipal environmental objectives such as introduction of organic food and environmental management.**

## Evaluation

### Anchorage perspectives

- Dissemination, information and "ripples on water"
- Options for action
- Organisation/frame of work (agreements, procedure etc.)
- Measured effect, environmental impacts (hardcore indicators)

### **Information and knowledge – for participants and others**

A large part of the guide's work is dissemination of information on the environment and green life-style, and indications for sustainable options for action through newsletters, columns in the local papers etc. Many reactions and questions to the column show that the information is read and used.

### **Ownership among players**

One of the tasks is to create co-responsibility and co-ownership among the players in connection with sustainable development. Therefore, co-decision and equal cooperation are central elements of the work of the guide. Some projects originate from the players, others from the guide, but there is always focus on the needs and wishes of the target group.

### **Competence of action**

One of the tasks of the guide is to contribute to creating competence of action. Competence of action is created where information is combined with testing in practice, experience and exchange with others. Therefore, both education /information, courses, projects and network groups contribute to creating competence of action.

Options for action. This is difficult to quantify, but it appears in a number of the

networks in which the guide is participating and acting as a resource person: The Green Council for the Day-care centres of the Municipality of Herning, The Local Environmental Council, Nature at the Country show, The internal agenda group, project work groups etc.

### **Other key values**

There are many initiatives and wishes that only need a bit of resource support to become reality. Therefore, the personal resource support given by the guide as well as her/his experience, knowledge and networks are of key importance. This is exactly the fertiliser needed to make the projects grow.

### **Dissemination, information and "ripples on water"**

The work of the guide has a good dissemination effect, since many of the initiatives launched have developed and expanded: the Ecology project developed into the establishment of The Green Council. Green booths at the Country show have given birth to development and cooperation on nature at the Country show etc. The column in the local paper has, on request, been extended to real estate circulars. The Green Guide's former steering committee has become The Local Environmental Council, today with several sub-groups. Questions from citizens regarding environmental purchasing have developed into a cooperation on the publication and door-to-door distribution of a local environment and purchasing guide "Herning Environmental Guide" every second year etc.

### **Options for action**

The guide is to indicate and contribute to creating options for action in a sustainable direction. This may take the form of cooperation with the purchasing department on green purchasing agreements, assistance with conversion to organic food, information on local green purchasing options etc.

### **Organisation/frame of work (agreements, procedure etc.)**

The Green Guide is employed by the municipality in the Environmental division, but has open frames with room for seizing local opportunities for sustainable development, and with the possibility of spending resources where suitable and possible in the light of time and economy.

### **Measured effects, environmental impacts**

It is difficult to estimate the extent to which the Green Guide's work has contributed to sustainable behaviour among the players, since this is both difficult and time-consuming to quantify. However, to cite a few examples: Organic purchasing in day-care centres has increased from around 10 % to 40 % since the work in the institutions started. Waste separation has been introduced for a number of events at the Country show site.

The number of projects launched and applications for events can also be measured, but it only reflects the anchorage effect to a minor degree.

As a general rule, the chances of success of the projects (including possibility of anchorage) are assessed before implementation.

## Evaluation

### Conclusion and recommendations

#### **Barriers/challenges and circumstances having promoted the project and the anchorage**

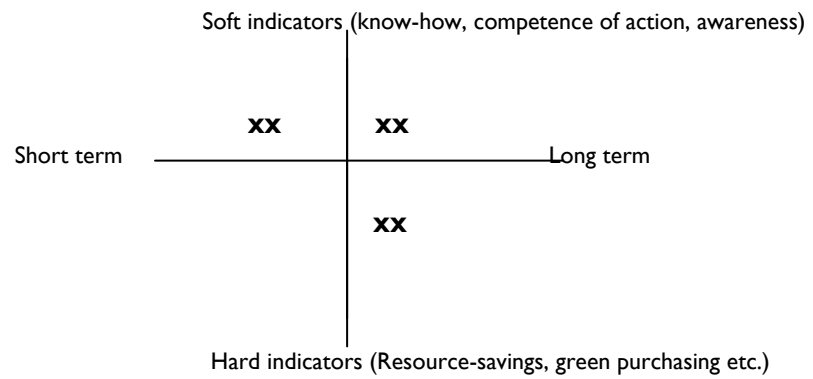
The fact that there is a local environmental resource person who can create networks and be visible over time is a fundamental element of the green guide project.

If it becomes necessary to prioritise, the following should be taken into consideration: Rather one permanent and qualified resource person than one/several large and resource-consuming campaign or dissemination projects.

**Barriers:** When there is a lack of coupling with sustainable attitudes in the municipal system and in political decisions, this is a barrier for the Green Guide's work to have full effect.

**Advantages:** It is a large advantage for the work of anchoring environmentally sustainable thinking that the Green Guide towards the players does not have the status of municipal official in the authority sense of the word. That the guide has open frames for the work and a budget at her disposal are also important factors.

**Anchorage model** - Where is the project placed in the model



The model describes the relationship between hard and soft indicators in the short and long-term perspectives. The number of x'es states how much weight has been put on the different areas.

## Example II

### **Anchorage instrument Description and evaluation**

**Project name:** Project My City – Clean City

**Municipality:** Municipality of Albertslund

**Category:** Project

**Target group:** Citizens of Albertslund (are to experience a cleaner Albertslund)

**Contact person:** Anne Mette Lysemose

#### Time horizon

The project  
was launched  
in spring 2005

#### Project description

The Municipality of Albertslund is to become cleaner. The local council has therefore decided in connection with the adoption of Budget 2005 to launch a new model for cleaning the municipality.

The administration has asked for a legal opinion, and this opinion estimates that it is possible to introduce user payment for cleaning of public areas that are not covered by the act on public roads (roads, paths, squares and open spaces). At the same time it is assessed that it will not be expedient to finance cleaning of an area both through general taxes and consumer fees. Cleaning of a certain type of area should be financed either through fees or through the general tax.

The local council, against this background, has decided to finance cleaning of nature and park areas through fees.

The project is at this stage a trial scheme limited to 2005. The local council has decided that the scheme is to be evaluated in connection with the User group's assessment of Budget 2006. On the basis of the results of the evaluation and the recommendation of the User group, the local council will decide whether the scheme should continue in 2006.

#### Evaluation

##### **Anchorage perspectives**

At the present time, it has not been decided finally how many stakeholders should be involved in the project, but so far the following considerations have been made:

Residential areas are involved, for example, by:

- Appointing ambassadors in the different residential areas, assisting the municipality with information on where cleaning is called for, placing dog dirt bags in the bins etc.
- Having cleaning of outdoor spaces being a permanent issue during the Municipality's Green Day at the civic amenity site.
- Conducting, in connection with the Green Day, a campaign like the well-known "spring cleaning" and/or a campaign on removal of unused bicycles.
- Coordinating a campaign on "spring cleaning" with, as appropriate, extra cleaning in the housing associations.
- Extending the cooperation between the municipality and the housing associations in relation to the borderline between public and private areas, including informing on complaints that the other party should react on.
- Extending the municipality's website with ample information on the project, including possibilities for reading about the different efforts, links to the civic amenity site's call-centre, competitions etc.
- Ensuring that there are links to the project on the websites of housing associations/house-owners' associations.

Enterprises are involved, for example, by:

- Conducting a campaign directed at the enterprises informing them about their duties in terms of cleaning. It may be considered to put focus on enterprises producing or selling things that end up as litter.
- Using the environmental newspaper to inform about the project, including referring to the call-centre.
- Having enterprises/shops backing a campaign such as "spring cleaning" (have posters in the shop, sponsor prizes for cleaning competitions etc.)
- Conducting a campaign where all shops in the Mall of Albertslund go out with a broom every morning at 10 for an entire week.

**3                    The Danish Forest and Nature Agency is involved by:**

- o The municipality entering in a dialogue with the Agency about how to coordinate the cleaning efforts of the municipality and the Forest Authority.
- o Exploring the possibilities for coupling children and the forest through "the-forest-in-the-school" activities.

**4 Schools are involved, for example, by:**

- Working consciously with cleaning as a topic and thus starting awareness-raising.
- Selecting a class at each school to act as "waste sheriffs".
- Participating in the municipality's campaign week with special focus on cleaning and helping to clean/collect waste.
- Organising a competition on logo/slogan at the schools, who collect most waste, make the best poster, or invent a good way of keeping clean.
- Distributing caps/t-shirts with logo.
- Having experienced cleaning staff make lectures in the classes about "where it is worst" and "how much does it actually cost".
- Organising treasure hunts in one of the parks with posts dealing with cleaning.

**Associations are involved, for example, by:**

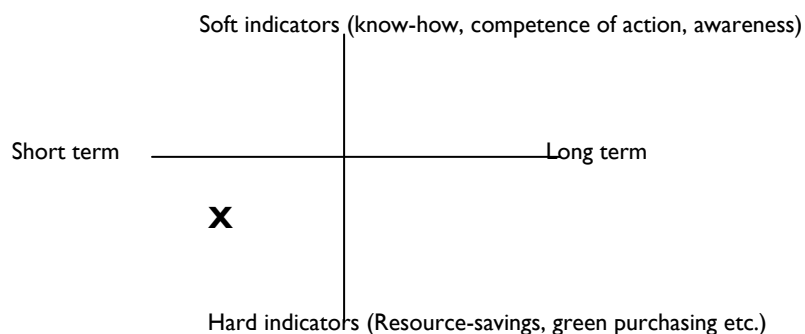
- Organising a race for the associations where "cleaning" is the topic (e.g. orienteering with posts dealing with cleaning).
- Putting focus on waste and cleaning in connection with selected outdoor events, festivals etc.

**Evaluation**

**Conclusion and recommendations**

- **The project is still in a very early stage**

**Anchorage model** - Where is the project placed in the model



The model describes the relationship between hard and soft indicators in the short and long-term perspectives. The number of x'es states how much weight has been put on the different areas.