



LIFE Project Number

LIFE11 ENV/DK/889

Inception Report

Covering the project activities from 01/11/2012 to 30/03/2013

Reporting Date

18/05/2013

LIFE+ PROJECT NAME or Acronym

Stream of Usseroed – Joint Flood Solution



Data Project

Project location	North Zealand Region, Denmark
Project start date:	03-09-2012
Project end date:	29-02-2016
Total budget	2,530,689 €
EC contribution:	931,728€
(%) of eligible costs	49.98

Data Beneficiary

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1. Executive summary

This Inception Report covers the project “Usserød Å – Joint flood solution”, colloquially referred to as “the Usserød Å project” (in English: The Stream of Usserød project).

The project is initiated by recent flooding events in the 3 Danish municipalities Fredensborg, Horsholm and Rudersdal situated along the watercourse Usserød Å in the North Zealand region, about 30 km north of Copenhagen. These floods were caused by extreme rainfalls associated with climate change. The areas along the watercourse as well as its catchment areas are densely populated, and flooding will inevitably cause extensive damage to housings.

Following the most recent and damaging flood in 2010 a mutual understanding between the 3 municipalities were reached at local government level recognizing that a joint effort is required to meet the challenges of climate change and initiate proper and efficient measures, dealing with the water system as a whole across municipal borders.

Climate change adaptation actions are launched on national and municipal level across Denmark in 2012, but the Usserød Å project is unique in the sense that a deliberate, inter-municipal approach is applied, based on the 3 parties’ determination to address and overcome the both the known and unforeseen obstacles for such an inter-municipal cooperation.

The goal for the LIFE project is “to establish a basis for a sustainable, organizational inter municipal cooperation to realize the vision for the Stream of Usserød: *To minimize the flood risk, and at the same time protect and develop the stream as a recreational area and natural habitat*”.

Three main objectives are defined for the project, with specific action plans for each of those:

Objective:	Corresponding action:
To investigate and prepare recommendations for the necessary organizational framework for the inter municipal cooperation	B1: Joint organizational planning and actions
To prepare the technical planning basis and model simulation framework for necessary joint climate adaptation actions and decisions	B2: Common technical climate change adaptation toolkit
To initiate and implement joint civil works in the Stream of Usserød water system as demonstration projects for improving water management and prevent flooding	B3: Demonstration projects

Deliverables and activities for the abovementioned main actions are further described in section 3.2. Furthermore extensive communication actions is planned in order to secure the dissemination and implementation of project outputs in the community.

1.1 General progress

It is the overall evaluation that the general progress is satisfactory. A change to the baseline plan for the preparatory actions (A.1) has been made soon after project start, in order to strengthen and validate the baseline plan for the following actions. This change is elaborated in section 3.1 and no impact on the overall duration of the project.

Changes to detailed work plan in terms of deadlines for specific project deliverables are necessary, further description can be found in section 3.1 and Annex .. These changes will have no impact on the overall project objectives and time schedule. The changes origins from minor innate flaws in the baseline plan and from specific foreseen difficulties as described below.

1.2 Problems encountered

For *Action B2 – Common climate adaptation toolkit* difficulties in providing the climate adaptation planning basis from the participating municipalities and utility companies is foreseen. In best case this will cause delays in some deliverables, in worst case the common toolkit must be completed on a preliminary basis. It is the current evaluation that even a preliminary toolkit will be sufficient for the project purpose.

For *Action B3 – Demonstration projects* difficulties is foreseen in providing the necessary integration of the “wet meadow lagoon at Blårenden” project with the overall rainwater and sewage system in Horsholm. In worst case these difficulties may postpone the works for Blårenden or parts thereof until after the LIFE project end date. In such worst case resources may be transferred from the Blårenden lagoon project to the other Svenstrupgaard lagoon demonstration project.

1.3 Viability of project objectives and work plan

Despite the difficulties stated above it is the overall evaluation at this point that the project objectives and work plan are still viable.

Abbreviations applied in the inception report:

GA	The Grant Agreement document, Annex I project description
AB	The project Administrative Board, see section 2.1
PM	The designated Project Manager
WG	Working Group, according to 2.1
FRED	The municipality of Fredensborg (coordinating beneficiary)
HOR	The municipality of Hørsholm (associated beneficiary)
RUD	The municipality of Rudersdal (associated beneficiary)

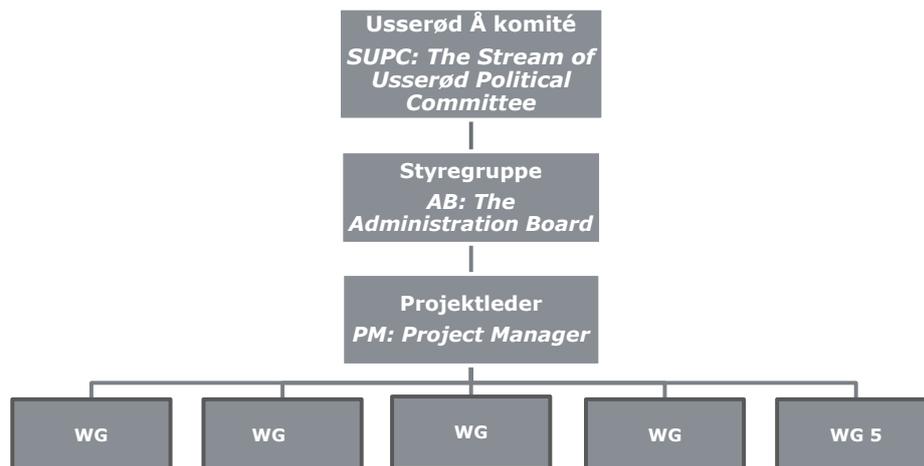
2. Administrative part

In this section 2 of the Inception Report a brief outline of the established project management framework is given.

It shall be emphasized that the development of a sustainable and operational framework for the inter-municipal cooperation, including the project management itself, is the core objective of the project. The project management setup described below is what has been applied in the initial project stages to date. The learning from the working project management routines and the continuous adjustments to those is the important project outputs in the future.

2.1 Project organisation

Basic organization for the project is shown in the diagramme below. A detailed organogram stating current staffing is shown in annex 4.



The Political Committee (SUPC) consists of leading members of the city councils of the three participating municipalities, Fredensborg, Hørsholm and Rudersdal.

The role of the SUPC is to set out the overall objective for the intermunicipal cooperation and to facilitate proper political approval and consolidation of plans and actions formulated by the Administration Board.

The Administration Board consist of department managers and directors from the different bodies within the three municipalities who is responsible for the actual implementation of the actions planned and proposed within the project, and for climate adaptation actions in general.

The role of the AB is to oversee the overall execution of the project and to secure coordination with other projects and administrative work on climate

change adaptation in the three municipalities. The AB is responsible for the administration of the Partnership Agreement. The AB sets out the rules and instructions for the Project Manager, and approves contracts and major procurements prior to signing. The AB reports to the SUPC.

The project manager is responsible for the day-to-day management of the project and for the project deliverables. The project manager reports to the AB. The project manager also oversees and coordinates the work carried out by the working groups.

2.2 Project management

The project management is supported by the following tools and setup:

2.2.1 Meetings

- Administrative Board meetings is held at quarterly intervals. These meetings covers general project reporting and monitoring as well as co-ordination at management level with other projects and administrative work on climate change adaptation. The project manager acts as chair at the AB meetings.
- Working Group meetings is held at monthly intervals. These meetings covers general coordination and monitoring of progress and deliveries within the individual WG's as well as specific technical processing of particular issues and topics according the work plan. The PM or the assistant PM chairs the WG meetings.

2.2.2 Administrative routines

The following administrative routines and procedures are set up to support the ongoing project execution:

- Timesheet: Template and routines for recording the working hours spent on project activities is prepared. The time sheet template is similar to the Commission's template, see annex 4. Filled-in and under-signed timesheets from all participating staff is collected by FRED staff for records and project control purpose.
- Accounting: An accounting system corresponding with the cost-breakdown structure of the Grant Agreement is in place and maintained by a project accountant from the FRED staff. Administrative procedures, stating workflow for reporting, payment, bookkeeping etc. is put down in a common Project Administration Manual, shared by all working participants (see Annex .8).
- Procurement strategy: An extensive policy and strategy for procurement of project services, works and goods is prepared by the PM and approved by the AB (see Annex 5, document in Danish). The procurement strategy analyses all the main external supplies required for the

project activities and states recommendations for putting these supplies out to tender in an efficient and transparent way, complying with local and EU procurement regulations and principles.

2.2.3 *IT*

Setting up a workable, common IT system for the inter-municipal project co-operation is essential but also a major task, and the experience gathered and solutions found in this project will be a significant result in itself.

After extensive investigations and considerations a web based MS O365 platform solution is chosen. The common IT platform will provide:

- Project document archive with document management facilities
- Shared document templates
- Shared project calendar
- News and chatroom

Costs for setting up the project IT platform (licenses and consultancy services) are foreseen in the budget for overall project operation.

Progress for establishing the IT platform has been slower than planned and the platform will expectedly be in service just by the time of submission of the inception report.

2.2.4 *Design Manual*

A design manual including new project logo and templates for project documents etc. is prepared.

The Design manual supports a presentable, uniform external profile identifying the project and facilitating inter-municipal ownership, common identity and team spirit.

Creating a strong visual identity for the project has been a strong focus point as a means for communication and dissemination. The project visual design will stay in place as identity for the ongoing inter-municipal cooperation after the LIFE project has been completed.

Sample of the visual design is shown in the information folder, Annex 1.

2.3 **Partnership agreement status**

A Partnership agreement form has been prepared and is included as Annex 2 in the inception report. Signed partnership agreement document will be forwarded subsequently.

The Partnership agreement form is based on the LIFE template. Please note that at particular annex (*Bilag IV, Ydelsesbeskrivelse*) to the Partnership Agreement is prepared for the purpose of providing better overview and transparency regarding the split between the 3 partners on project services and de-

liveries. The “Ydelsesbeskrivelse” is basically an extract of the technical project description in the GA.

3. Technical part

For a brief outline of project description and background see section 1, Executive summary.

The following section covers the planning and preparation work carried out from to project start date September 3rd 2012 until April 1st 2013. This time period constitutes the “Planning Stage” for the project according to the revised and adjusted project work plan, as described in 3.1.2.

The original work plan and time schedule as stated in the Grant Agreement included a short organization/preparatory actions stage, followed by a direct launch into simultaneous execution of the individual actions B1-3.

From a strict project management point of view such an approach is risky, in particular if the short organization stage does not produce the secure and validated planning basis necessary for the following project execution. It must be taken into consideration here that the project proposal as stated in the Grant Agreement in practice only constitutes a “project initialization stage”, not necessarily a carefully analyzed and detailed planning framework.

To address this issue the AB has decided to prolong and extend the original organization stage of the project, thus re-defining it to constitute a dedicated “Planning Stage” in a traditional project management context.

The abovementioned planning issue has previously been brought to the Monitor’s attention by e-mail of December 11 2012. The change is expected to improve overall project execution efficiency, and will not influence other actions or not alter the project’s end date.

The following section 3.1 covers the activities carried out in the planning stage.

3.1 Action A1: Preparatory actions – The planning stage

3.1.1 Establishing inter-municipal organisation

Prior to the launching of the LIFE project an inter-municipal organization already existed in the form of a working forum for managing the existing joint monitoring programme for the watercourse. The same forum has worked well for initialization of the project idea and for the later preparation of the LIFE proposal and application in 2011-2012.

For the working project organization the somewhat ad-hoc character of the previous inter-municipal working forum has been replaced by a more stringent framework, divided into management and operational levels, see section 2.1.

It is the current evaluation that this organization will also be applicable for the later (“After LIFE”) permanent inter-municipal cooperation. Analysis and recommendations for adaptation of the organization is part of Action B1.

3.1.2 Validation of project definition and planning

The planning stage has focused primarily on the actions B1-B3. The practical planning has been carried out within in the 3 working groups dedicated to these actions:

- WG1: Action B1, Organizational planning and actions
- WG3: Action B2, Common climate adaptation toolkit
- WG4: Action B3, Demonstration projects

The planning work has been carried out in three individual workflows (one for each action), each workflow consisting of three working seminars supported by work between seminars.

The purpose of this planning stage is:

- To ensure common understanding of preconditions and information basis for the work within the WG
- To test, validate and verify the goals, actions and deliverables identified for the WG
- To prepare a timely involvement of the relevant interested parties prior to project execution
- To support teambuilding and working relations within the WG prior to project execution
- To give recommendations for the detailed planning

The intended output from this planning work is three sets of preliminary project plans (a “working script”, in Danish a “Drejebog”), one for each of the actions. The preliminary project plans/working scripts covers the following issues:

1. Update and validation of project hierarchy of objectives, goals, actions, deliverables and activities
2. Organization – Roles, responsibilities and principles and values for the cooperation within the WG
3. Review of current information and data basis
4. Activities and overall time schedule
5. Cost estimate breakdown
6. Project interdependencies
7. Risk analysis

8. Recommendations for implementation and execution

3.1.3 Adjustments to project work plan

The extended Planning Stage and the findings from the planning work describe in 3.1.2 has resulted in minor changes to the overall time schedule as shown below:

Activities :		2012		2013				2014				2015				2016	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Overall project schedule	Original plan, according to Grant Agreement:	O		Start date: 03.09.12				Mid-term: 23.09.14				End date: 29.02.16				O	
	Revised plan:	●															●
	Progress reports				X				X				X				
Action A:1 Preparatory actions	Original plan																
	Revised plan	████															
Action B1: Joint organizational planning and actions	Original plan																
	Revised plan			████	████	████	████	████	████	████	████	████	████	████	████	████	
Action B2: Common technical climate adaptation toolkit	Original plan																
	Revised plan			████	████	████	████	████	████	████	████	████	████	████			
Action B3: Demonstration projects	Original plan																
	Revised plan					████	████	████	████	████	████	████	████	████	████	████	████
Action C: Monitoring	Original plan																
	Revised plan			████	████	████	████	████	████	████	████	████	████	████	████	████	████
Action D1: Communication and dissemination actions	Original plan																
	Revised plan			████	████	████	████	████	████	████	████	████	████	████	████	████	████
Action D2: Networking	Original plan																
	Revised plan			████	████	████	████	████	████	████	████	████	████	████	████	████	████

(continued)

Activities		2012		2013				2014				2015				2016	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Action E1: Overall Project operation	Original plan																
	Revised plan																
Action E2: Networking with other projects	Original plan																
	Revised plan																
Action E3: After LIFE+ communication	Original plan																
	Revised plan																
Action E4: Socio-economic impact assessment	Original plan																
	Revised plan																

Table 3.1: Time schedule after planning stage revision

It emerges from the Gantt diagram shown above that the changes mainly concerns the 3-month prolongation of the preparatory action A.1 stage due to the extended planning work. The overall end date is not effected.

There are also minor changes to the time schedule of actions B3 and D1; these are addressed in the comments to the project execution in 3.2.

3.1.4 Adjustments to list of deliverable products

The planning stage has included a review of the list of deliverable products stated in the GA. The review has identified some minor errors and uncertainties in the description of the deliveries, as well as a need for adjustments to the deadlines stated.

In Annex 6 is shown the reviewed list of deliveries including comments for clarification and proposals for revised deadlines.

The revisions to some of the deadlines are based on the current planning for WG's 1, 3 and 4, and states what is considered feasible by the project management. It must be emphasized here that some of the original deadlines has been unrealistically stated in the application form, due to the preliminary character of the project planning in the initiation stage.

3.1.5 Project kick-off seminar

By the end of the planning stage a full day kick-off seminar was launched at March 4. 2013. The purpose of this seminar was:

- To strengthen the ownership to the project's goals and objectives
- To establish a common basis for action within a clear and well-defined framework
- To establish a culture for knowledge sharing within the project organisation
- To create professional and social network relations within the project

Professional assistance for planning and facilitation of the seminar was obtained.

29 people attended the seminar, including:

- Members of the project AB and Working Groups
- Top managers from the participating municipalities
- Professional staff from the 3 municipalities and utility companies (colleagues to the WG members) working on assignments related to the project actions and objectives
- External speakers

It is the general agreement among the participants and the project AB that the seminar was a huge success, and also essential to create the basis for a sustainable "network project organization" such as the Stream of Usserød setup.

3.2 Project execution

As indicated in 3.1 the Project execution stage starts after completion of the Planning stage, approximately the same time as the date for this Inception Report.

The execution stage of the project includes – by definition – investigations, development, detailed design, implementation and testing of the project results and deliveries necessary for the project objectives. The execution stage is organized in 3 specific actions B1-B3, supported by communication and project management actions.

In the following section the current planning and progress for each of the actions is briefly described, including findings and recommendations from the planning stage.

3.2.1 Action B1: Joint organizational planning and actions

WG1 Work in the planning stage for this action has focused on review and re-analysis of the politically founded vision for the inter-municipal cooperation relating it to specific goals, objectives, actions and deliveries for the LIFE project.

This work has been considered crucial for successful execution of the project, as it has become clear that the LIFE project actions must be seen as means to establishing a lasting organizational cooperation, a completed organizational setup is neither expected nor achievable within the project timeframe and general framework alone.

Review of the initial project description from the GA has resulted in a slightly updated definition of action B1 as follows:

Overall LIFE project goal	To establish a basis for a lasting, organizational inter municipal cooperation to realize the vision for the Stream of Usserød: <i>To minimize the flood risk, and at the same time protect and develop the stream as a recreational area and natural habitat.</i>		
Objective related to action B1	To investigate and prepare recommendations for the necessary organizational framework for the inter municipal cooperation		
Deliverables for action B1	Handbook for inter-municipal cooperation on climate change adaptation	Joint emergency plan for floods along the Stream of Usserød	Procedures and tools for joint prioritization and decision-making
Examples of activities and issues covered	<ul style="list-style-type: none"> • Mapping of legal issues • EU and national planning constraints • Necessary staffing and competencies • Facilitation of cross-institutional cooperation • Learnings for project management 	<ul style="list-style-type: none"> • Organisation and operation • Equipment • Communication with citizens and press • Action plans 	<ul style="list-style-type: none"> • Analysis of service level harmonization between municipalities • Case studies and cost calculations for concrete climate adaptations works

Table 3.2: Action B1 – Hierarchy of objectives, deliveries and activities

It is the evaluation of the PM and the AB that the slightly updated definition of objectives and deliveries for Action B1 stated above is an improvement compared to the original description given in the GA, the updated version being more focused and easier to communicate in the overall project context.

The definition of the “*Handbook for intermunicipal cooperation on climate change adaptation*” as the key deliverable is considered an increase of the level of ambition for the project.

The work on Action B1 has so far been done within working sessions in WG1, assisted by bilateral interview sessions, carried out by the PM assisted by an external consultant recruited particularly to assist in the planning stage.

Contact has been made to the Technical University of Denmark who has established a research group on project management of “network organizations” and

creating practice communities across boundaries. An approach to a legal firm for the task of “legal mapping” has been made. The question of other external assistance for action B1 and WG1 has not been settled yet.

The national Danish debate on how to organize and implement climate change adaptation is ongoing, and the WG1 members are regularly attending various conferences, foras and workgroups bringing home new ideas and information to the work.

3.2.2 Action B2: Common technical climate adaptation toolkit.

WG3 work in the planning stage for this action has focused on verification and workgroup mutual understanding of technical implications of the deliverables and activities included in the original project description in the GA.

The deliverables and activities in action B2 is derived from a recently developed Danish set of recommendations for climate change adaptation planning work, and the review carried out showed that these are still valid in the LIFE project context. Following the review the following definition of work for B2 were established:

Overall LIFE project goal	To <u>establish a basis for a lasting, organizational inter municipal cooperation</u> to realize the vision for the Stream of Usserød: <i>To minimize the flood risk, and at the same time protect and develop the stream as a recreational area and natural habitat.</i>		
Objective related to action B2	To prepare the technical planning basis and model simulation framework for necessary joint climate adaptation actions and decisions		
Deliverables for action B2	Shared, integrated hydraulic model for the stream and it's catchment areas	On-line monitoring system for hydraulic flow and water quality along the stream	Verified mapping of flood risk areas along the stream
Examples of activities and issues covered	<ul style="list-style-type: none"> • Verifying existing data and model basis for each municipality • Integrating the individual components provided by each municipality • Setting up integrated MIKE model framework • Testing and setting up shared user interfaces 	<ul style="list-style-type: none"> • Renewal of existing meters and sensors by replacement or refurbishment • Setting up shared user interfaces • Setting up joint operation and maintenance • Investigation of integration with weather data and warnings 	<ul style="list-style-type: none"> • Mapping of flood risk areas (output from hydraulic modeling) • Analysis of resulting property damage for specific flood scenarios

Table 3.3: Action B.2 – Hierarchy of objectives, deliveries and activities

The planning work has been carried out by WG3 members currently assigned to nature preservation and drain- and wastewater-management tasks within the 3 municipalities.

The two main deliverables, the hydraulic model and the monitoring equipment, both requires external specialist existence. One of the important outputs from the planning stage is therefore the task specification and list of requirements necessary for procuring this service.

As indicated above it is understood as a prerequisite for the project that the B2 deliverables must be prepared by combining, integrating and validating already existing planning works (rainwater and sewage design model basis) provided by each of the 3 municipalities and their utility companies.

In case these baseline works turns out to be delayed or lacks compatibility it will affect the project working time schedule. Investigations to deal with this issue and mitigate the risk of delays have been initiated.

IMPORTANT NOTE!: In the GA document's list of deliverable products a deadline for establishment of meters 31-01-2013 is indicated. This statement must be due to a misunderstanding or printing error as it is practically impossible to complete a delivery as such within a timeframe of 4 month from project start under any circumstances. This issue is also addressed in Annex 6.

3.2.3 Action B3: Demonstration projects

The review in the planning stage has established following definition of work for B3:

Overall LIFE project goal	To <u>establish a basis for a lasting, organizational inter municipal cooperation</u> to realize the vision for the Stream of Usserød: <i>To minimize the flood risk, and at the same time protect and develop the stream as a recreational area and natural habitat.</i>		
Objective related to action B3	To initiate and implement joint civil works in the Stream of Usserød water system to improve water management and prevent flooding		
Deliverables for action B2	Retention basin/lagoon at the <u>Blårenden</u> outlet, constructed as a "wet meadow"	Retention basin/lagoon at the <u>Svenstrupgaard</u> site, constructed as a "wet meadow"	Refurbished lock and water management regime at the Sjælsø outlet
Examples of activities and issues covered	<ul style="list-style-type: none"> Detailed hydraulic design, supported by the joint hydraulic model (Action B2) Landscape architect design Preparatory works by Horsholm mu- 	<ul style="list-style-type: none"> Detailed hydraulic design, supported by the joint hydraulic model (Action B2) Landscape architect design Civil work construction 	<ul style="list-style-type: none"> Mapping of flood risk areas around Lake Sjælsø (output from hydraulic modeling) Detailed hydraulic analysis to establish possible control regimes, applying the

	<p>nicipality and Horsholm Water Company</p> <ul style="list-style-type: none"> • Civil work construction • Operation regime 	Operation regime	<p>Sjælsø lock</p> <ul style="list-style-type: none"> • Refurbishment of lock mechanicals and controls • Integration with
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Table 3.4: Action B.3 – Hierarchy of objectives, deliveries and activities

WG4 work in the planning stage for this action has focused on verification of the preconditions and time schedule constraints for the design and construction works on the two “wet meadows” type retention basins/lagoons planned as flood prevention measures in the Stream of Usserød water system. The municipality of Horsholm will be the owner of these works.

Of the two lagoon project the Blårenden lagoon has been considered the top priority until now. Planning analysis has revealed that necessary re-arrangement of parts of the existing sewage in the Horsholm part of the catchment area to ensure that sewage is separated from the rainwater inlet to the lagoon at Blårenden (see description in GA) is probably time critical for the LIFE project.

Investigations to deal with this issue and mitigate the risk of delays in putting the Blårenden lagoon into operation have been initiated. It is also considered to switch priority from Blårenden to Svenstrupgaard in order to bring forward an operational lagoon as demonstration project within the LIFE project timeframe.

3.2.4 Action D1: Communication and dissemination

Initiation of action D1 and establishing designated working group WG5 has by AB decision been postponed until finalization of the planning stage.

Allocation of staff and resources for action D1 activities has proven more difficult than foreseen, as the necessary professional resources are not available from the 3 municipalities’ existing organization and staff.

To deal with this the AB has decided to transfer the whole D1 budget for personnel to FRED, for the purpose of hiring part-time staff for project communication tasks. Assigning of external assistance for preparation of Communication Plan is in progress. It is the expectation that a first draft of Communication Plan can be ready by mid of 3rd qtr. 2013.

Preparation and launch of project website has been delayed, primarily due to the lack of resources as mentioned above and general slow progress for IT project support. These obstacles are dealt with, and the project website is expected to be working by end of April 2013.

Schedule for presentations of the Usserød Aa project at national events and seminars until end of first half of 2013 is as follows:

<u>Event:</u>	<u>Presentation:</u>	<u>Date:</u>
Local Government in Denmark, Political Conference	Presentation of the joint LIFE project and inter-municipal cooperation – by the mayors of Fredensborg and Horsholm	22 nov 2012
Natur & Miljø 2013 – National conference for public administration of nature and environment	Presentation of the Usserød Aa LIFE project goals, objectives and general approach – by AB member Christian Ibsen, Fredensborg	May 29. 2013
Danish Utility Companies Director's forum 2013	Presentation of the Usserød Aa Life project approach to inter-municipal cooperation on climate change adaptation – By the project PM Klaus Pallesen	June 6, 2013

A project presentation folder has been prepared, see Annex 1.

Networking activities is in good progress, including outreaching contacts and meetings as well as responding to outside inquiries. A log of the project networking activities is under preparation.

3.3 Envisaged progress until next report

The progress report below is starting from the revised time schedule presented in 3.1. Progress for each action is indicated by the patterned bars showing estimated work completed relative to the total planned work at completion (see diagram on next page).

Activities :		2012		2013				2014				2015				2016		
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Overall project schedule	Original plan, according to Grant Agreement:	○															○	
	Revised plan:	●																●
	Progress reports				X					X			X					
Action A: Preparatory actions	Progress		///															
	Time schedule		■															
Action B1: Joint organizational planning etc	Progress			///														
	Time schedule			■														
Action B2: Common technical climate adaptation toolkit	Progress			///														
	Time schedule			■														
Action B3: Demonstration projects	Progress				///													
	Time schedule				■													
Action C: Monitoring	Progress	///																
	Time schedule	■																
Action D1: Communication and dissemination actions	Progress	///																
	Time schedule	■																
Action D2: Networking	Progress			///														
	Time schedule			■														
Action E: Project Management	Progress	///																
	Time schedule	■																

Table 3.4: Estimated progress, relative to revised time schedule

Please note that for reasons of simplicity actions E1-E4 are collapsed into one in the diagram.

3.3.1 *Progress action B1 – Joint organisation and planning*

The work and progress is approximately on schedule. For the upcoming activities a flexible, rolling plan will be applied as the joint organization and planning for the inter-municipal cooperation must operate in a constantly changing and variable political environment.

Expected activities in the next 6 months:

- Preparation and alignment of baseline climate adaptation plans and data from the participants
- Assigning of external consultant for joint hydraulic modeling
- Preliminary hydraulic analysis and modeling

3.3.2 *Progress action B2 – Toolkit*

The work and progress is approximately on schedule. For the upcoming activities there is a risk of delays in some baseline deliveries as indicated in 3.2.2.

Expected activities in the next 6 months:

- Preparation and alignment of baseline climate adaptation plans and data from the participants
- Assigning of external consultant for joint hydraulic modeling
- Preliminary hydraulic analysis and modeling
- Technical specifications for joint on-line monitoring system

3.3.3 *Progress for action B3 – Demonstration projects*

The work and progress is approximately on schedule. For the upcoming activities there is a risk of delays for the Blårenden lagoon project as indicated in 3.2.3.

Expected activities for the next 6 months:

- Hiring of designated construction manager at HOR
- Preliminary design for lagoons
- Preparatory planning for rearrangement of rainwater and sewage systems connecting to the Blårenden lagoon
- Assigning of external assistance (engineer and landscape architect for detailed design)
- Monitoring and hydraulic analysis regarding lake Sjælsø

3.3.4 *Monitoring of progress in general*

In Annex 7 is shown a review of the list of monitoring activities and progress indicators included in GA's project description.

In the review an assessment of possible quantification of the indicators is presented.

4. Financial part

4.1 Putting in place of the accounting system

The project accounting setup as shown in Annex 9 is put in operation by the coordinating participant municipality of Fredensborg. Accounting and records are in compliance with the requirements stated in the Common Provisions and available for the Monitor's inspection.

It is decided by the AB to carry out overall project controls and accounting of project costs at the activity level, thus not including the detailed breakdown of budget costs between the 3 participants as indicated in the application form. Actual costs including personnel costs is recorded by each of the participants according to agreed administrative procedures, and project finance review is done at AB meetings twice a year.

Review of the original cost breakdowns underlying the GA for external assistance and infrastructure costs has been done in the planning stage, identifying one significant error in the amounts stated for the "wet meadows" infrastructure projects: The total amount for the infrastructure projects matches the cut down agreed with the Commission during the application process, but somehow the calculations for the two projects has been mixed up, leaving the Blårenden project to carry the whole budget cut down. As the Blårenden project is the more important of the two, it is proposed that the budget is revised accordingly, observing the overall cost limit for the two projects.

4.2 Continued availability of co-financing

The co-financing from Horsholm Vand, Fredensborg Forsyning and Rudersdal Forsyning stated in the GA is still available.

4.3 Costs incurred

Overall costs incurred by end of March 2013 are indicated in table 3.5 below.

Budget breakdown categories	Total cost in €	Costs incurred from the start date to 30.03.2013 in €	% of total costs
1. Personnel	762,300	41,075	5,39
2. Travel and subsistence	9,950	0,980	9,85
3. External assistance	625,000	31,069	4,97
4. Durable goods			
Infrastructure	812,982		0,00
Equipment	113,500		0,00
Prototype	0		
6. Consumables	15,000	0,341	2,27
7. Other Costs	70,000	1,969	2,81
8. Overheads	121,957		0,00
TOTAL	2,530,689	75,433	2,98

Table 3.5: Total costs incurred, by category

A total cost expenditure of appr. 3 % at this project stage is slightly below expectations, indicating that the overall activity has been lower than planned.

However, it is the current evaluation that these numbers merely reflects the fact that practical project activities was not accelerated until start of November 2012.

Action number and name	Foreseen costs (baseline budget)	Spent so far	Remaining	Projected final cost
A.1: Establishing an inter-municipal organization	81,040	30,236,	20,000	50,000
B.1: Joint organizational planning and actions	345,900	1,843		345,900
B.2: Common technical climate adaptation toolkit	273,300	989		300,000
B.3: Implementation of demonstration projects	1,175,022	1,860		1,180,000
C.1: Monitoring of the impact of project actions	44,100	-		44,000
D.1: Communication and dissemination	227,530	18,696		230,000
D.2: Networking	20,000	269		20,000
E.1: Overall project operation	189,800	18,691		190,000
E.2: Networking with other projects	40,040	2,845		40,000
E.3: After LIFE+ Communication	0	-		0
E.4: Socio-economic impact assessment	12,000	-		12,000
Overheads	121,957	-		121,957
TOTAL	2,530,689	75,432		

Table 3.6: Total cost and forecast, by activity

As indicated above it is the current evaluation that the preparatory action A.1 can be completed approximately 30,000 EUR below baseline budget.

It is proposed that a future positive balance for A.1 is transferred to B.2 budget to strengthen this action.

5. List of Annexes

Annex 1: Project information folder

Copy of folder prepared for general information and dissemination purposes (text in Danish).

Annex 2: Partnership Agreement

Partnership agreement form based upon the Commission's template and prepared in Danish. Please note that at particular annex (*Bilag IV, Ydelsesbeskrivelse*) to the Partnership Agreement is prepared for the purpose of providing better overview and transparency regarding the split between the 3 partners on project services and deliveries. The "Ydelsesbeskrivelse" is basically an extract of the technical project description in the GA.

Annex 3: Project organogramme

Detailed organogramme (in Danish, no translation necessary) showing current staffing of the core project organization.

Annex 4: Project timesheet sample

Sample of timesheet on project template (based upon the Commission's template).

Annex 5: Procurement strategy

Copy of the approved procurement strategy as described in section 2.2.2 (in Danish). The copy documents that proper procedures for correct and efficient procurement are in place.

Annex 6: List of deliverable products – Review

As referred to in section 3.1.4.

Annex 7: List of monitoring and progress indicators – Review.

As referred to in section 3.3.4.

Annex 8: Project administrative procedures

In Danish. The document states principles and workflow for administrative routines within the project cooperation, concerning accounting and records including time statements.

Annex 9: Project accounting setup

Annex 10: Copies of minutes from AB and WG meetings

Samples of Minutes (in Danish) from meetings as described in 2.2.1. Please note that the corporate design template has not yet been implemented when preparing these early-stage meetings.

Annex 11: Outputs – Initial indicators form

Filled-in Excel sheet according to template. Electronic version included in the forwarded package.