

SMART WASTE - Innovation in Waste Management Policies

Template to report on final results of local evaluation activities

Draft 1.0

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1. Policy instrument(s) evaluated

Kolding Municipalities Waste Management Plan 2022-2030

2. Evaluation process

During the first two semesters of SMART WASTE, we focused on internal aspects such as evaluation, good practices and failures, and discussed how we could use this to improve the process of creating waste management plans.

The process of mapping Good Practices and Failures was eye-opening. Employee interviews revealed that our level of involvement of citizens and local businesses, in the creation of waste management plans, and our process of evaluation during execution, did not live up to the standards we wanted. We also wanted to be more consistent in our use of the design tools which are offered as part of the municipality's overall design vision.

This realization was coupled to an existing mission to create more structure and common processes in projects and project-related work. Creating a common framework for projects and activities would increase understanding and improve communications, stakeholder involvement, resource management and overall quality and clarity in documentation and results.

This new approach will ensure that projects and activities in future waste management plans live up to certain criteria, are based on real needs, and improve learning within the organization.

The Project Kit is currently being implemented in the new municipal Waste Management Plan (WMP), Internal discussions are taking place in order to determine how to adopt the Project Kit as a formally integrated part (e.g. as a key tool) in the new WMP. There is already a significantly higher focus on stakeholder involvement in the creation of the new WMP with input and feedback from more than 300 citizens, 300 businesses and 50 employees from Redux, Kolding Municipality. This feedback is currently being analyzed in preparation for the selection of focus and strategy in the WMP.

Timetable

September 2019 - Policy evaluation began

January 2020 - Partner meeting in Kolding, Denmark

February 2020 - Matching good practices and failures

December 2020 - Policy Improvement approved

June 2020 - Policy instrument evaluated: Waste Management Plan 2020

June 2021 - Began working on the new Waste Management Plan

3. Evaluation results

During the process of matching Good Practices (GP) and failures in Smart Waste in 2020, three key areas of improvement were identified.

1. Design and stakeholder inclusion — Utilizing the design approach that is the basis for Kolding Municipality's vision statement “Together we design life”. This has especially resulted in a limited inclusion of stakeholders and feedback from citizens.
2. Framework for project execution and evaluation — Both formulation and execution of the projects in the Waste Management Plan 2020 could also be improved, since there was little to no strategy for evaluation or criteria for success.
3. Focus on circular economy — There was an organizational need for a strategic circular framework that could reduce resistance in the bureaucratic processes and secure action was being taken to facilitate the transition to a circular economy.

All of these areas are being mitigated in our work with the new Waste Management Plan.

Circular economy occupies a large part of the coming Waste Management Plan. The municipalities Circular Economy Strategy is incorporated into the Waste Management Plan and the plan has been given a new structure.

To make sure the plan is relevant to both citizens, businesses, politicians and additional stakeholders, there is a much higher focus on inclusion in the design of the coming plan. Citizens have been interviewed and questionnaires have been sent to both businesses and citizens in the municipality. In the coming weeks there will be a series of workshops that focus on introducing the concepts (and the complexity) of circular economy and sustainability and gathering feedback from municipal employees and heads of administration.

The approved policy improvement, The Project Kit, a tool to secure essential project information for execution and evaluation, is being developed alongside the waste management plan. This tool will link the organizations KPI's and goals (including those in the waste management plan), to simple and easy-to-use-and-understand project descriptions, that can be used regardless of level of professional experience and expertise.

Instead of just focusing on waste management, the plan focus is now threefold in accordance with the waste hierarchy.

1. Better waste sorting (waste management and recycling)
2. Produce less waste (recycling, repairing and maintaining)
3. Better consumption (prevention of waste)

Circular economy plays a much bigger role in the waste plan that functions as a sector plan in the municipality and creates the basis for our work in the city council period 2022-2026.

Thus, a circular economy is well on its way to being a secured aspect of projects in the period 2022-2030.

Stakeholder involvement has produced great results. By the 27th of August 2021, we have received 242 completed questionnaires from businesses and 180 from citizens.

Our visits to local areas in the municipalities, towns and villages have produced 252 interviews with citizens. As an added bonus, we have gotten a better understanding of the stakeholders perceptions and what blind

spots that are important to address. This clearly shows that the new focus areas in the Waste Management Plan have legitimacy, since the awareness of the impact of consumption and waste production is generally quite low.

Our experiences with stakeholder inclusion is also shared with other departments to improve the municipalities best practices overall.

4. Next steps

The next steps are to develop the Waste Management Plan even more and convert all the great feedback we have received into realizable goals and projects.

Simultaneously, we continue to develop The Project Kit to support the final execution and evaluation of the plan and subsequent projects along with the learning and developments these produce.

Improving one WMP is one thing but implementing and securing continuous use of the project kit in the organization is quite another.

The goal is to create a tool that anyone can use to improve their strategic development regardless of their previous level of experience and professional background. This is important to address the serious weakness of person-centered knowledge and projects, which leave the organization vulnerable when employees move on.

September 2022 Approval of The Waste Management Plan

2022-2026 Ongoing execution and evaluation of projects

2026 Plan revision

2026 to 2030 The Waste Management Plan is completed, and the overall impact will be evaluated