Action Plan Presentation

Martin Pedersen Stub

Project Manager in Circular Economy, Kolding Municipality

mastu@kolding.dk

Introduction

- **Kolding Municipality entered the Smart Waste project in 2019 to contribute to and gain insights into the circular economy agenda. This has been an important agenda for the organizations since the beginning of the last Waste Management Plan (WMP) that went into effect in 2016.**

- **The learnings and experiences we gained through participating in SMART WASTE highlighted the weaknesses in the development of our Policy instrument "The municipal Waste Management Plan" and inspired us to develop a toolkit for easy project and portfolio management, called the Project Kit, to increase the standard of planning, execution and evaluation of both the Waste Management Plan as a whole and the many actions and projects that follows in its execution.**

Policy need(s) addressed

- **Quantitative data provides the direction - the WHAT (overview)**
- **Qualitative data provides the WHY (insight)**

- **When we have based our previous Waste Management Plans on the WHATs without understanding the WHYs, we risk missing the intended goals, providing solutions to non-existing problems and using vast resources to mitigate problems that affect very few people.**

- **Without understanding the WHY it is close to impossible to deduce the HOW and formulate good and clear success criteria for both policies, strategies and projects.**

- **Evaluation is difficult and potentially misleading without clear success criteria.**

- **We needed to use data better, formulate clear succes criteria and develop a strong evaluation process for our policy work.**

Action developed

- **To address the policy need, within SMART WASTE the Kolding Municipality has developed a new tool to secure consistent and improved planning, execution and evaluation of both projects, portfolios and strategies.**

- **This is an improvement Type 2 – Improved Management of the Policy Instrument**

The Project Kit

Better projects, feedback and results

The kit helps you get clarity on the things that <u>need</u> to be in place to avoid many of the worst problems that arise in projects. This gives you a good foundation for success and achieving your goals.

How to use the kit

How do we really know if the activities we are working on are helping us toward our goals in the best way? How do we avoid wasting time and resources? How do we know if we are doing something out of habit or because it works?
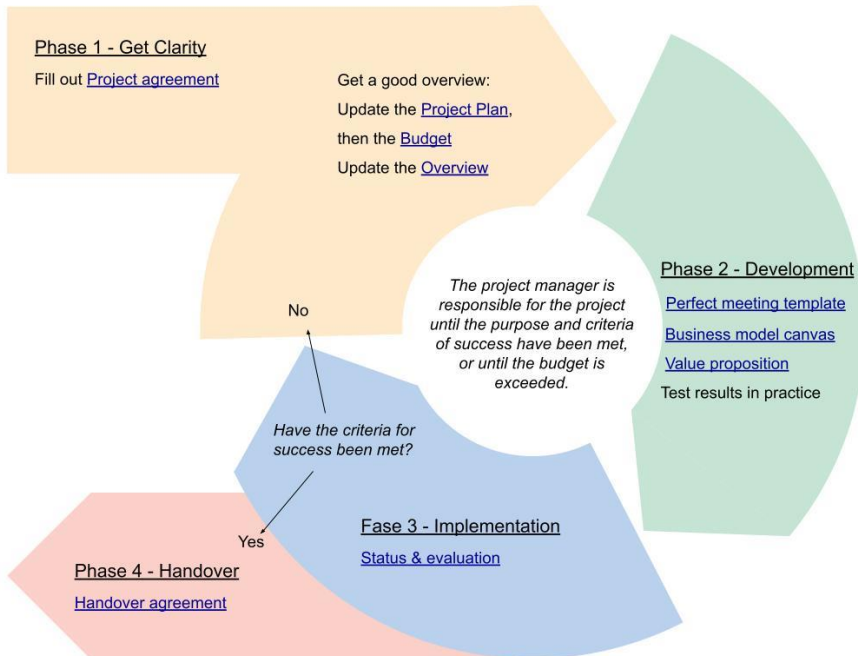
Clear criteria for success make the common thread in our work visible. But before we can see how the common thread causes the individual project to make a real difference for the organization and in the larger context, we need to have both a good overview and insight.

Use the Overview in everyday practice, e.g. at team- and management meetings, to ensure a good overview. It's a great way to keep track of resources, momentum, and knowledge sharing.

Insights come from the project tools, which you will find links to in the model below. There is an ocean of thoughts and books on project management, goals and development. But the Project Kit must be easy to use, so instead of a reading list, you find <u>examples</u>, <u>questions</u> and <u>ideas</u> in the project tools, which are based on best practice from around the world, to show you how you can create a project in the best possible way.
Stand on the shoulders of giants to reach your goal and use them as inspiration when formulating your project.

The Project Kit

Phase 1 - Get Clarity

Fill out Project agreement

Get a good overview:
Update the Project Plan,
then the Budget
Update the Overview

No

The project manager is responsible for the project until the purpose and criteria of success have been met, or until the budget is exceeded.

Phase 2 - Development

Perfect meeting template
Business model canvas
Value proposition
Test results in practice

Have the criteria for success been met?

Yes

Fase 3 - Implementation

Status & evaluation

Phase 4 - Handover

Handover agreement

When you want others to join you on the journey toward the goal, it is important to create

| SAFETY Foundation to motivation | CONSCIOUSNESS Why is it important? | ACTION Who does what, when? | REFLEXION How to improve? |

The Overview

Overview

Team	Responsible	Activity / Strategic goals -->	Kit	2022 Dec ⚐	Jan	Feb	Mar	Apr	Maj	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2023 Jan	Feb	Mar	Apr
Team 2	Martin	New administration building	☑				⚐													
Team 2	Martin	SMARTWASTE	☑					⚑			⚐									
Team 2	Martin	ProCirc	☑					⚐												
Team 2	Martin	Paradigm shift from fossil to	☐		⚐		📄													
Team 2	Martin	Project Kit	☐	⚑		⚑	★				📄									★
Team 2	Rie	Circular disposal of waste (CE in procurement)	☐		📄															
Team 2	Martin	Chatbot - automation of Redirect signups	☑	📋																
Team 2	Winifred	The thrift store	☒				📄													
Team 2	Martin	Construction waste 2.0	☑		📋															
Team 2	Mari	Waste sorting at municipal workplaces	☑												📄					
Team 2	Sia	Payment structure for businesses at the recycling	☐																	
Team 2	Martin	Chatbot for manual weighing	☑	⚑	⚑		📄	⚐	📄											
Team 2	Winie	New 'Waste plan'	☑			i	⚐	⚐	i	⚐							⚐	📄		
Team 2	Helle	Asbestos test scheme	☑					📄												
Team 2	Reinhard	SDU Kolding: REDUX as a project company	☐																	
Team 2		More sorting in Kolding city																		

What, why & how

Project agreement:
Date:
Case-nr.:   Label:

Purpose

Write the purpose of the project here.

What do we want? Why should we do it? What problem does it help to solve?

Example: The Project Kit is a tool that help ensure consistent and improved planning, execution and evaluation of both projects and strategies.

The purpose of the tool is to make it easy to raise the standard of all projects to a certain level regardless of what experience the user has with strategy or project management. It will help in the creation of a good framework of the activity, as this is of great importance for everything from objectives to subsequent dialogues and thoughts, which will improve both stakeholder involvement, results, evaluation and project implementation.

Success criteria

The success criteria of the activity are important because they set a clear direction for the project.
When the project is done and implemented, what tells us that the project has been a success and how do we know?
Write here which measurable criteria clearly tell us that the project has made a difference and helped fulfill the purpose.

☐ Example: 80% of users find the kit easy to understand and use

☐ Example: The kit is practically applicable to any project and activity

☐ Example: Teams and management have a good overview of existing projects, as well as their status.

☐ Example: The kit is used on at least 90% of all projects in the organization

☐ Example: All projects that have used the kit have an evaluation or a set date for evaluation.

Deliverables

Real results

Innovation processes and projects are often diffuse and convoluted. This only gets worse when what you are working towards is intangible or unclear. Therefore, you will do yourself a huge favor by making success criteria and core deliveries very concrete, tangible and measurable.

Work packages are a great way to ensure this. Work packages are natural divisions of diverse themes e.g. WP1: Project management, WP2: communication, WP3: Research and market dialogue WP4: Contract work and procurement, etc. When you divide the activity into work packages, you get an overview of the specific deliveries and real results needed to realize the success criteria, and the interaction between deliveries.

Write which real products or deliveries must be completed for the success criteria to be met.

Consider how the deliveries support the success criteria, and how we can document that the deliveries have been completed correctly to ensure quality.

☐ Example: One project kit in versatile and flexible format.

☐ Example: Open platform that gives everyone access to the kit without them being able to edit in the originals.

☐ Example: Everyone in the organization have been introduced to the kit

☐ Example: There are fixed procedures for how and when the kit is used for all teams in the organization - both at overview level and activity level.

☐ Example: The communication plan has been carried out in collaboration with the Communications Team

☐ Example: Documentation for sustainability or reduction og CO2-emmisions

Clear expectations

SMART WASTE
Interreg Europe

European Union
European Regional
Development Fund

Budget & resources

Write briefly what finances and resources are needed to realize the project. Everything from planning to implementation and operation should be considered. Also, think about how much time should be set aside for the project and subsequent operation and include those who are affected by this.

Fill in the budget and enter the Case-ID here.

Project roles

Sponsor: Name (Director, manager, management or group of managers)

Sponsor: Name (Director, manager, executive board or management group)

Develops and determines the purpose of the project and ensures that the necessary resources are allocated to the project.
Approves the project's overall delivery and finances, and changes of delimitation, objectives, etc.
Involves politicians and foundations in major changes.
Formally closes the project.

Project owner: Name (Director, Section Manager, Department Manager)

Develops proposals for the project's organization in collaboration with the project manager.
Ensure that the project agreement is maintained and that it supports strategies and policies and is responsible for the budget.
Is the project manager's sparring partner and challenges the project manager to work from the Citizens' Center.
Involves the political level and relevant committees. Ensures cross-cutting involvement in the project.

If there is no Steering Committee, its tasks are handled by the Project Owner

Steering group: Project owner, Project manager, Names of other steering group members (Director, Area manager, Department manager, external partners)

Ensures a common thread between the purpose, the success criteria and the deliveries, and that time and resources are set aside for the project.
Ensures political involvement and contributes with coordination and anchoring across the organization.
Makes significant decisions, e.g. recommending to the Sponsor if the framework for the project is to be changed.
Approves evaluations and handover of the project.

Project manager: Name (Employee or team leader)

Has the managerial responsibility for the project and that deliveries and success criteria are realized and evaluated.
Prepares project and decision documents in collaboration with the project owner and the project members.
Ensures daily communication about the project and has ongoing contact with the project owner and, possibly the steering group.
Involves and collaborates with relevant actors and has the managerial responsibility for the project.

Project members: Names (Employees, team leaders, external partners)

Performs project work, does analysis, conducts interviews, etc.
Creates a good and effective collaboration by following the agreed project plan and regularly participates in project meetings.
Ensures knowledge sharing in the project and keeps the project manager updated in relation to challenges / problems.
Ensures ownership and knowledge sharing about the project with colleagues.

Other roles

If there are other roles in the project, describe them and their responsibilities here.

Advisory Board
Follow-up group
Politicians or committees
User panels

Stakeholders

Write here who is involved in the activity and who else is affected. Consider the following:
For whom is the project or activity interesting?

Who should be informed about the project start-up?
Are there others who can benefit from the activity or project?
Remember to contact the Communications Team about how we can best reach the stakeholders and when.

Evaluation & Handover to operations

Handover
Write here how the end result is expected to look like what the user gets and gets the user out of it.

Evaluation
Write here how the project or activity is to be evaluated. What is it that we measure that can tell us if the activity has had the effect we wanted?

Consider whether a zero point measurement should be made so we have something to compare with when the project or activity is finished. If we do not have data on (know anything about) how the situation is before an activity, we have nothing to compare with when we are done. So we do not really know if it has worked.

Operation
Write to whom the project should be handed over to when it is ready, when this should take place, and what must be fulfilled before it is handed over.

List of careful considerations (deleted after use)

Consider what other internal or external resources we can get feedback from regarding economics, practice, law or knowledge in the field?

Consider the risks involved in the project. Where can it go wrong?

Where do we risk not having enough resources?

If the project fails, then what is the biggest factor that will contribute to this?

Who did we not involve sufficiently in the process if the execution or implementation failed?

8

Never lose sight of the goal

Evaluation:
Date :
Case-nr.:   Label:

Purpose
Transferred from the project agreement

Success criteria
Transferred from the project agreement
☐
☐
☐

Deliverables
Transferred from the project agreement
☐
☐
☐
☐
☐
☐

Learnings about project, process and collaboration
Were the budget and schedule met?
What went well / What worked?
What did not go well / What did not work?
What could we have avoided?
What can we do better in the future?
Were the overall goals and success criteria in the project clear to everyone in the project group and partners?
Were tasks and responsibilities clear to everyone in the project group and partners?
Did the members of the project team live up to their respective responsibilities?
What worked in internal and external communication and what did not work?
What could have been done differently during the previous project phases to improve results?

Development opportunities
How can we get better with this knowledge?
How can we make others better with this knowledge?
What are the next steps proposed to be in the project?

Who should do the above?

Risk and bottleneck matrix

Risks and bottlenecks	Effect	Likelihood	Risk factor
Short description Example risks: Political agenda changes A new composition in the city council can mean that.....	Rate 1-5 3	Rate 1-5 3	Effect x likelih. 9
Short description Example bottleneck: Tornado storm hits Denmark! This can significantly affect the project. It may highlight the importance of the supplier's deadline that the production people fear for their daily well-being.	Rate 1-5 4	Rate 1-5 1	Effect x likelih. 4

The evaluation is handed over to the steering group so that they can decide what should now happen in the project and how the evaluation can be used to create learning and development in the organization.

Project roles
Sponsor: Name (Director, manager, executive board or management group)
Ensures that the necessary resources are allocated to the project.
Involves politicians and foundations in case of major changes.

Project owner: Name (Director, Area Manager, Department Manager)
If there is no steering group, its tasks are handled by the Project Owner

Steering group: Project owner, Project manager, Name of other steering group members (Director, Area Manager, Department Manager, external partners)
Decides what should now happen in the project and how the evaluation can be used to create learning and development in the organization.

Project manager: Name (Employee or team leader)
Prepares project and decision documents in collaboration with the project owner and the project members.
Ensures the daily communication about the project and has ongoing contact with the project owner and possibly the steering group.

Other roles
If there are other roles in the project that are relevant in relation to evaluation, describe them and their areas of responsibility here.

Advisory Board
Follow-up group
Politicians or committees
User panels

Communication and next steps (To be completed by the Steering Committee.)
How can we get better from this knowledge?

Does the goal match the result?

SMART WASTE
Interreg Europe

European Union
European Regional
Development Fund

Handover agreement

Date:

Case-nr.:   Label:

The project and the responsibility for it are handed over on the basis of the information below.

Purpose

Transferred from the project agreement

Description of the result to be handed over

What does the result of the project look like now?
What is the final result expected to look like. What does the user get?
How does the user benefit?
What experiences does the user have with the result of the project?
Are there any errors or omissions that the recipient of the project should be aware of?

Deliverables

Transferred from the project agreement

☐
☐
☐
☐
☐

Recommendations for the further process

What milestones should we be aware of?
For example, deadlines for political consideration or events.

Finance & Resources

What does the transfer budget look like?
What expenses are expected in the future?
How much time is expected to be spent from this point on?

Project roles

Sponsor: Name (Director, manager, executive board or management group)
Formally closes the project.
Project owner: Name (Director, Area Manager, Department Manager)
If there is no Steering Committee, its tasks are handled by the Project Owner

Steering group: Project owner, Project manager, Other steering group members (Director, Area manager, Department manager, external partners)

Ensures coordination and anchoring across the organization.
Approves evaluations and transfers.

Project manager: Name (Employee or team leader)

Formally hands over the project result.

Recipient of transfer: Name (Employees, team leaders, external partners)

Takes responsibility for further implementation, operation, and maintenance of the result and has the budgetary responsibility in the future.

Communication

What must be communicated to whom, how, when and for what purposes in relation to the transfer?

Stakeholders

Who is involved in the activity from this point on?
Who will benefit from being informed?
Who can be affected by the transfer?
Which key people is important for the recipient of the project to have contact information on?

Dilemmas and Risks

What dilemmas or problems can arise after handover and who can be contacted if they arise?
What possible risks should be considered from this point on?

Input from SMART WASTE

- **ARRR's approach to portfolio evaluation was very inspirational and general discussions with Partner 6 - Municipality of Apeldoorn in September 2019 helped us pinpoint the requirements for the early drafts of the policy improvement tool.**

- **The GP of Partner 6 - Municipality of Apeldoorn's yearly citizen (costumer) satisfaction interviews also inspired the need for establishing evaluation criteria in the project planning phase.**

- **This lesson was learned during the process of evaluating good practices and failures, the stakeholder interviews along with the subsequent workshops and meetings with the Smart Waste Partner 6 - Municipality of Apeldoorn.**

Implementation steps

- **Mar - Aug 2022, Establishing processes in the organization that anchor and implement the Project Kit for continuous use.**
  - Collaborate with other areas to implement better project and portfolio management, and anchor usage of the project kit and supporting tools throughout the organization.
  - Week 24 – workshop with Strategic Chief Forum
  - Week 25 – workshop with managers and project managers throughout the municipality
- **September 2022, Political approval of Waste Management Plan**
- **Oct 2022 – Jul 2023, Implementation of the new WMP and related projects by using The Project Kit (including continuous improvements to the Project Kit thanks to regular work with stakeholders).**

Results achieved

- **Nov 2021 - Feb 2022: Six workshops for gathering feedback and adapting the Project Kit**

- **Feb 2022: All managers in the department agree, that the Project Kit will be used on the coming Waste Management Plan**

- **Feb 2022: The Project Kit was used to evaluate the current Waste Management Plan, providing both insight and new actions points. This illustrated the simplicity and usefulness of the framework to the management.**

- **Mar 2022: Got four departments in the municipality to agree upon a common effort to implement better portfolio management and increase focus on qualitative success criteria in order to strengthen the foundation for the Project Kit on several levels in the organization. This also has a potential to increase the legitimacy of the Project Kit as a go to tool for projects throughout the organization.**

SMART WASTE
Interreg Europe

European Union
European Regional
Development Fund

Thank you!

https://www.interregeurope.eu/smartwaste/