



Collection of the strategic and legal framework development pilots

BALTIPLAST: Baltic Approaches to Handling Plastic Pollution under a Circular Economy Context

Deliverable 2.1

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Responsible author: Stockholm Environment Institute Tallinn Centre



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1. Introduction

Moving towards a circular plastic economy requires a systemic and strategic approach on a local level. Addressing waste in general in a waste management plan or raising awareness of households only in a city/municipality is not sufficient to change the plastic waste trends. Municipalities need to agree on the strategic directions that set targets, priority actions and financial plans for reducing single-use plastic (SUP) at the local level. However, in many cases, the local strategic documents are not specific enough regarding plastic waste and the rules for preventing and reducing SUP are lacking.

Therefore, the BaltiPlast project developed guidance for municipalities' strategic and legal framework (hereinafter referred to as 'strategic framework') aiming to reduce single-use plastic and plastic packaging/packaging waste (deliverable 1.2): [Draft guidelines on plastic prevention and reduction for municipalities](#). The strategic framework aims to support the sustainable use of plastics in a municipality, from agreeing on a strategy/action plan to adopting necessary legal acts and compiling supportive guidelines for stakeholders (Figure 1).

Building on the developed guidance and other municipalities' experiences (e.g. Västerås Municipality), the BaltiPlast partner municipalities piloted the strategic framework by preparing their own strategic documents. This report summarises the document preparation processes.

Since the development and especially the adoption of a strategic document are relatively lengthy processes, several municipalities will continue developing these documents in 2025.

The pilot activities implemented as of December 2024 were documented according to the agreed template (see Annex 1). This report, together with lessons learned from the pilots, provides the basis for fine-tuning the strategic framework for plastic waste reduction in GoA 2.5 and replicating the solution in WP 3.



Figure 1. The concept for the strategic framework

2. Developing a strategic framework for plastic waste prevention and reduction in municipalities

This chapter summarises the steps taken and lessons learned (success factors and challenges) from developing plastic-related strategic documents in the project partner municipalities. These key messages are listed according to the main steps of the strategic document development process, the first draft of which was outlined in the BaltiPlast deliverable 1.2.

The project partners have developed or are currently developing the following strategic documents (see the pilot descriptions in Annex 1).

First level: Strategies and action plans	Helsinki (FI): Roadmap for sustainable plastic usage in city operations
	Helsinki (FI): Litter control action plan 2.0
	Tallinn (EE): Circular economy development plan 2035
	Daugavpils (LV): Latgale regional waste management plan
Second level: Legal framework (rules and regulations)	Kaunas (LT): Updating the rules for organising public events in Kaunas city and banning SUP cups, plates and cutlery at public events
Third level: Guidance documents	Daugavpils (LV): Guidelines on avoiding SUP at municipality events and public events
	Valmiera (LV): Guidelines for sustainable use of plastic in Valmiera Municipality
	Valmiera (LV): Guidelines for Environmentally Friendly Event Organisation in Valmiera Municipality
	Kaunas (LT): Guidelines for sustainable use of plastic in Kaunas City

STEP 1. Get organised

Roughly, there are two approaches to the development of strategic and legal framework documents:

- Top-down, where the initiative is led by political forces or very high-level civil servants.
- Bottom-up, where the initiative is led by mid-level specialists. For example, the roadmap to sustainable use of plastic in the city of Helsinki operations is a bottom-up initiative stemming from the BaltiPlast project.

It is important to recognize the differences between the top-down and bottom-up approaches, as they often differ in the mandates and budgets of the working group. Whether the approach is top-down or bottom-up depends, among other things, on the culture and size of the organisation.

To move the idea of developing a document forward, ownership of the document needs to be defined/taken: appointing a person or small team responsible for deadlines and creating the document.

If the document is a bottom-up initiative, then it is crucial to have an idea of the plan before going to the higher-level decision-makers. Collect background information to explain to them the plastic waste current situation and issues:

- Engage stakeholders to identify their concerns and expectations and summarise this for the decision-makers.
- Learn from other countries through transnational collaboration. Showing what neighbours are doing can inspire and motivate local action.

STEP 2. Recognise the problem at the decision-making level

Securing a political mandate or high-level support and permission to proceed is essential, regardless of whether the initiative is top-down or bottom-up. Within the organisation, it must be clearly defined who needs to grant approval and at what stage to move forward with creating the strategic document. For instance, the concept of updating the Helsinki litter control action plan had to be approved by the city council before the work could start (top-down case).

If a local-level strategic document on plastic waste prevention and reduction does not exist yet, start by involving politicians step by step and creating their awareness; only then can a bigger strategy be developed. However, it can be challenging for mid-level civil servants to advocate for single-use plastic prevention and reduction to the municipality's political leadership. It will help explain the need for plastic waste prevention and reduction to the decision-makers if:

- The municipality's development plan includes a goal to be green and move towards a circular economy.
- There is also external pressure for mandatory sustainability measures. For example, the European Green Capital year was a very good driver for accelerating sustainability topics in Tallinn.

Effective arguments may also include emphasizing that creating a plan can unlock funding opportunities and that it will not lead to increased bureaucracy.

Knowing the right people, timing, and procedure helps influence politicians to recognise plastic pollution as a priority issue on the municipality's political level. For example, decisions on expenditures that burden the municipal budget (such as replacing single-use containers at municipal events) are not usually made before local elections.

STEP 3. Form a working group

Once the political commitment is secured, form a working group (or agree on contact persons) from local government departments (including decision-making level) and appoint a coordinator to lead the process of developing the strategic document. It is easier if the coordinator leading the change has already established contacts and, in the best-case scenario, is a long-time employee of the organisation. Driving change as a person coming from outside the organisation is more challenging.

The composition of the working group should be based on the members' competencies. The problem of plastics should be understood more broadly, tackling plastic as a material in a circular economy, not only

plastic waste. For plastic waste-related strategic documents, the following working group members may be relevant:

- Procurement department/specialist(s),
- Thematic departments (e.g. economic, environmental, communication departments),
- Waste operator(s).

However, engaging the right people may be tricky, and other priorities or financial constraints may affect how keen the workgroup is on plastic waste issues. As with engaging politicians, the importance of raising awareness when convening the working group cannot be underestimated – highlighting the broader benefits of sustainable plastic use for the local economy, environment and human health.

If different departments are involved, agree on the ownership of the document (including for future updating process).

STEP 4. Assess the current situation

If you plan to prepare a strategy/action plan:

- Review the existing strategic documents, rules, legal acts and official guidance documents to identify to what extent the plastic use and waste issues are addressed and regulated (including relevant objectives and targets) and where the gaps are from the perspective of single-use plastics and plastic waste reduction.
- Collect information (problems, bottlenecks, needs, etc.) about the quantity and use of plastic items (e.g. plastic packaging, one-way vs reuse), plastic waste management (collection, sorting, recycling) and awareness/engagement of stakeholders (ongoing initiatives, expectations of businesses, organisations and consumers).

In larger cities, several projects promoting plastic waste prevention and reduction might be going on, so benchmarking and understanding overlapping programs and strategies are crucial.

Municipalities also need to know the composition of plastic waste (the amount of deposit and non-deposit packaging and the types of material) in order to steer waste management development. If this data is not available, a waste sorting study may be necessary.

After collecting the relevant information, prioritise the problems and needs to identify the major ones. Possible criteria for prioritisation are:

- Legal requirement,
- Importance for stakeholders/social impact,
- Environmental impact,
- Economic impact.

If you plan to prepare guidelines for event organisers on the sustainable use of plastics, first map the process of organising events in the municipality. There are usually two types of events:

- Public events which are procured from event organisers,
- Smaller events which are organised by the municipality on its premises.

Find out whether plastic use is regulated for events and where the gaps are from the perspective of single-use plastics and plastic waste reduction. After that, you can choose what kind of events need instructions first.

STEP 5. Decide the legal status and scope of the document

Based on the information collected in [Step 4](#), decide which level in the strategic framework your municipality will focus on (see Figure 1) and define the scope of the document. Defining the right scope that fits into the municipal strategic framework and is needed to solve the identified problem is maybe the most important step for successful implementation.

If the strategic documents addressing single-use plastic issues do not exist yet, start developing the framework for plastic waste prevention and reduction step by step:

- Prepare the guidelines for city employees as an initial step, then for all target groups (including residents, businesses, and event organisers).
- Based on the discussions of the guidelines with stakeholders the municipality learns what should be regulated more strongly.
- Preferably the strategic framework should capture all three levels (strategy, regulations, guidelines). The guidelines alone may not be efficient if not made mandatory to follow.

Guidelines on sustainable use of plastics for city officials can be incorporated into other green office rules which address consumption of energy, water and paper, commuting, etc.

Also, in the case of a regulation/guideline, consider whether it is possible to integrate it into existing documents when they are being amended instead of developing a totally new document. For instance, if the municipality has decided to ban the use of PVC plastic material in commercial posters, try to find an existing regulation that can be supplemented with the respective ban.

If you are preparing a strategy, take into account the local legal rules for developing strategic documents: whether it will be a separate plastic strategy = Västerås' and Stockholm's path¹, or whether you will integrate plastic aspects into the existing strategies/action plans, i.e. a larger framework. For example, the latter path may be preferred if the decision-makers and departments are hesitant to create and approve a new binding action plan as they feel overloaded with action plans.

When defining the document scope, keep in mind that if it is too large, the document may become very complicated, and departments may lose focus and be unwilling to act. On the other hand, if the document scope is too narrow, departments may not commit as they see that either this document doesn't properly affect them or it has no real impact.

It may work best if the scope and objectives are defined in a smaller sustainability expert group, and then more people are involved to provide input to the document based on the already thought-out suggestions

¹ The City of Västerås' Action Plan for a Sustainable Use of Plastics 2022–2025:
<https://www.vasteras.se/bygga-bo-och-miljo/livsmedel-och-halsa/hallbar-plastanvandning.html>
The City of Stockholm's Plastics Strategy:
<https://miljobarometern.stockholm.se/content/docs/tema/plast/HP%20Plast%20eng.pdf>

(see [the next step](#)). This method has worked well for Helsinki's roadmap for sustainable plastic usage in city operations and Västerås' action plan for sustainable use of plastics.

STEP 6. Formulate the strategic document

In the phase of formulating the strategic document, it is important to get more departments involved and to assign ownership of the measures, as after the document has been created, it is up to the departments to put it into action.

At the beginning of the document, show how it is related to a higher-level strategic document (e.g., the municipality's development strategy or waste management plan).

When formulating the measures:

- Consider the waste hierarchy,
- Build a link between the strategic and operational levels.

Plastic waste reduction needs a systemic approach. Upstream measures reducing the volume of plastic waste that must be collected and managed at the local level must be prioritised. However, upstream measures that require rethinking packaging, products and practices are still rare in municipalities (vs. downstream measures). Upstream / production is not so visible to people, and thus, it is politically easier to focus on downstream measures.

So a strategic document (e.g. guidelines) for sustainable use of plastics should include measures for:

- Prevention of plastic waste,
- Reuse options,
- Source separation and collection of plastic waste.

Although it is very important to set out targets and measures for raising public awareness of plastic waste and ensure funding in a municipal strategy/action plan, at some point, soft measures, such as awareness raising, are no longer low-hanging fruit. Further plastic waste reduction requires upstream measures, e.g., via municipal procurement policy.

Therefore building a link between the strategic and operational levels from a systemic point of view is needed to implement plastic waste policy and achieve strategic goals:

- Strategic measures – procurement criteria, terms of contracts with service providers, creating a supportive business environment;
- Soft measures – awareness raising, communication;
- Technical measures – investments in reuse systems and waste management.

For example, plastic waste prevention in schools depends considerably on what kind of products are procured for schools. If the procurement criteria are set by the municipality, then it is a municipality's strategic measure to review the respective procurement criteria.

In addition, the municipality can include criteria and targets for plastic waste reduction (e.g., to avoid SUP) in its contracts with cleaning service providers, organisers of public events and city camps, etc.

At the same time, sufficient market capacity and solutions must be available to replace single-use plastic items. A municipality can support the creation of innovation hubs and platforms for businesses that work on circular solutions and offer alternatives in takeaways or events, e.g., by providing premises, offering financial support, and introducing and recognising the businesses.

Depending on the chosen strategic framework level, formulating the document can also include allocating a budget, determining roles and responsibilities, agreeing on indicators of achievement, etc. Allocating the budget and other resources for the measures is much easier if there is political will and plastic pollution is recognized as a priority issue for the municipality (see [Step 2](#)).

STEP 7. Endorse the strategic document

Consider what is the right format for the document that will be approved by the municipal decision-making body. What is the approval procedure if the document is updated?

For example, guidelines may need updating quite often. If the municipality establishes mandatory guidelines for organising sustainable events in the city with the mayor's decree, then the decree should say for whom the guidelines are mandatory, but the guidelines themselves should not be included in the decree's text. In this way, the updated guidelines may not require the same approval procedure.

After endorsing the strategic document, communicate it among the stakeholders. For instance, if you have developed guidelines for the municipality employees, arrange meetings with the departments and introduce the guidelines.

Summary of the main challenges and proposed solutions/lessons learned

The table below summarises the main challenges with their respective proposed solutions or lessons learned as detailed in the steps above and in the pilot activities in [Annex 1](#).

Table 1. The main challenges, proposed solutions/lessons learned in developing the strategic framework for plastic waste prevention and reduction

Challenge	Proposed solutions / Lessons learned
Lack of political or high-level support for the developing strategic framework for plastic waste prevention and reduction.	<p>Involve decision-makers step by step by first creating their awareness of plastic waste issues.</p> <p>Show the link with the municipality's overall goal to be green and to go towards a circular economy.</p> <p>Advocate by linking the initiative to broader goals like economic, environmental and health benefits, as well as funding opportunities.</p> <p>Start with strategic documents of smaller scopes like guidelines for municipality employees, and gradually expand the scope to all target groups and strategic framework levels.</p>

Overload with municipal action plans.	Integrate the planned actions and regulations into the existing strategic and legal framework for circular economy and procurement policy, green office rules, guidelines for sustainable events, etc.
Deciding on the right scope for the document: neither too large nor too narrow.	<p>Define the scope and objectives in a smaller sustainability expert group.</p> <p>Involve more people in the document formulating phase (with already thought-out suggestions).</p> <p>Ensure that the strategic framework provides objectives, targets, and measures for both soft and technical measures to prevent and reduce plastic waste.</p>
Adopting upstream measures to reduce plastic production and consumption.	<p>Set a target for SUP reduction on the municipality level.</p> <p>Phase out single-use plastics, first at internal events and municipality organisations, then at public events and public spaces.</p> <p>Share best practices from neighbouring countries and municipalities.</p> <p>Emphasise the visible reduction of waste in public spaces.</p>
Municipality-wide market solutions for reusable containers and packaging are not available.	Plan actions to support the development of circular solutions and business models: e.g. providing premises or financial support, introducing and awarding of innovative businesses.

Annex 1. Strategic framework pilot documentation

Helsinki (FI): Roadmap to sustainable use of plastic in the city of Helsinki operations

1. Country, municipality:
Finland, Helsinki
2. Type of the strategic solution:
Roadmap – principles for sustainable plastic usage and recommended actions
3. Title of the strategic document:
Roadmap to sustainable use of plastic in the city of Helsinki operations
4. Description of the document and its development process:
<p>4.1 What challenge did you try to overcome/what problem did you try to solve by developing this document in your municipality?</p> <p>The document aims to fill the need for a comprehensive plastic strategy for city operations.</p> <p>4.2 Thematic scope of the document:</p> <p>Guidelines and recommended actions for sustainable plastic use, comprehensively through the lifetime of a plastic product from procurement to waste management. The focus will be on SUP and packaging materials, and we aim to incorporate binding actions into the Action plan of circular economy and Litter Control Action Plan 2.0.</p> <p>4.3 Target groups of the document:</p> <p>All departments in the city operations.</p> <p>4.4 Objectives and targets of the document related to plastic prevention and reduction:</p> <p>The main targets are divided between procurement, use and waste management of plastic products.</p> <p>4.5 Main measures (short summary of the document content related to plastic reduction):</p> <p>The roadmap will include a vision for a SUP-sustainable future, general principles for sustainable plastic usage and certain plastic-related actions that will be implemented in other programs/action plans.</p> <p>4.6 When the development of the document started:</p> <p>March 2024.</p> <p>4.7 By whom was the document developed:</p> <p>The Project Manager of BaltiPlast and colleagues from the city working on the PlastLIFE project.</p> <p>4.8 Which stakeholders were involved in the development process:</p> <p>Relevant city departments and from there, the person responsible for environmental issues. Procurement and waste management.</p> <p>4.9 Main steps of developing the document:</p> <ul style="list-style-type: none"> ➤ Benchmarking, ➤ Gathering a working group from different city departments, ➤ Planning large-scale goals and guidelines, ➤ Constructing recommended actions for city departments, ➤ Harmonizing and scaling up the work, ➤ Communicating and implementing the actions across the city's various sectors. <p>4.10 How did the BaltiPlast guidance for developing a strategic framework for plastic waste prevention and reduction in municipalities help you to formulate the strategic document?</p> <p>It helped to plan the schedule and main steps for the work.</p> <p>4.11 If the document has been adopted, then when and by whom: n/a</p>

5. Key messages and lessons learned in the document development process:
<p>5.1 Results achieved so far (status of the document):</p> <p>The working group has been established.</p> <p>Principles and recommendations are ready.</p> <p>Discussions with the procurement department will be held in March 2025.</p> <p>5.2 Successes and positive lessons (what work(s)ed well):</p> <p>5.3 Problems and challenges (what didn't work so well):</p> <p>Finding the right people from each department is always a challenge in a large organisation.</p> <p>Combining the actions into existing action plans and timing of the update.</p> <p>This was an initiative of the BaltiPlast project manager, so there have been no allocated resources.</p>
6. Assessment of the strategic document development process:
<p>6.1 Were there any policy or legal constraints that limited the options for the document content: n/a</p>
7. Feasibility, social acceptability and replicability of the strategic document:
<p>7.1 Were there any financial or human resource constraints that limited the document development process:</p> <p>Baltiplast Project manager is creating the document among other tasks, so the progress has been slower than expected.</p> <p>7.2 How do you estimate the amount of financial resources that went into the document development process?</p> <p><input type="checkbox"/> High</p> <p><input checked="" type="checkbox"/> Medium</p> <p><input type="checkbox"/> Low</p> <p>7.3 How do you estimate the amount of human resources that went into the document development process?</p> <p><input checked="" type="checkbox"/> High</p> <p><input type="checkbox"/> Medium</p> <p><input type="checkbox"/> Low</p> <p>Organising meetings, preparing for the meetings, drafting the actions, and putting the actions up for comments is quite time-consuming.</p> <p>7.4 Do the key stakeholders support the strategic document: Yes</p> <p>7.5 Can the strategic document development be expanded within other municipalities of the pilot country and/or replicated in other BSR countries? Yes</p> <p>7.6 What further steps have you planned concerning the strategic document beyond 2024?</p> <p>The strategic document will be implemented after it is finalised in 2025, and the recommended actions will later be integrated into relevant strategies and action plans.</p>

Helsinki (FI): Litter Control Action Plan 2.0

1. Country, municipality:
Finland, Helsinki
2. Type of the strategic solution:
Action Plan
3. Title of the strategic document:
Litter Control Action Plan 2.0 (LCAP 2.0)
4. Description of the document and its development process:
<p>4.1 What challenge did you try to overcome/what problem did you try to solve by developing this document in your municipality?</p> <p>Littering is a problem that increases the flow of plastics into nature, and it needs to be addressed in an effective manner. The roadmap to sustainable plastic usage tackles the issue of “upstream usage”, and the litter control action plan addresses the downstream actions.</p> <p>4.2 Thematic scope of the document:</p> <p>Updating the first Litter Control Action plan 2022-2025, the new period starting in 2026.</p> <p>4.3 Target groups of the document:</p> <p>Municipal operations and departments, and communication towards all citizens within the city of Helsinki.</p> <p>4.4 Objectives and targets of the document related to plastic prevention and reduction:</p> <p>There are 5 focus areas: Communication, Common areas, Construction, Co-operation and Events.</p> <p>Unsustainable plastic usage and plastic litter will be a cross-cutting theme in these, and we aim to implement some of the best practices of the BaltiPlast project in LCAP 2.0.</p> <p>4.5 Main measures (short summary of the document content related to plastic reduction):</p> <p>The LCAP will consist of 20-30 (tbc) binding actions and measures allocated to different departments within the city of Helsinki. The coordinators will monitor and oversee how the actions are progressing through 2026-2029. Once the departments are committed to binding actions and measures, it is expected that they follow through with the execution as well.</p> <p>4.6 When the development of the document started:</p> <p>The development started in the autumn of 2024.</p> <p>4.7 By whom was the document developed:</p> <p>By LCAP coordinators within the Urban Environment division, together with stakeholders and the BaltiPlast project manager.</p> <p>4.8 Which stakeholders were involved in the development process:</p> <p>Keep the Archipelago Tidy, local waste and water management company HSY, the Finnish Environment Institute and different departments within the city of Helsinki.</p> <p>4.9 Main steps of developing the document:</p> <p>Deciding the themes,</p> <p>Conversations with key people from different departments,</p> <p>Deciding on the actions and budget in co-operation with stakeholders,</p> <p>Approval of the LCAP in the city council.</p> <p>4.10 How did the BaltiPlast guidance for developing a strategic framework for plastic waste prevention and reduction in municipalities help you to formulate the strategic document?</p>

BaltiPlast guidance gave the strategic framework for the work.

BaltiPlast and successful examples from other municipalities gave us ideas, especially regarding events and their SUP usage.

Expertise gained in plastic issues and plastic litter.

4.11 If the document has been adopted, then when and by whom: n/a

5. Key messages and lessons learned in the document development process:

5.1 Results achieved so far (status of the document):

Decision on the major themes.

Brainstorming of the first draft to the most effective actions under the themes.

Contacting the key people from different departments.

LCAP 1.0 already has a working group in place, which will continue in the update process.

5.2 Successes and positive lessons (what work(s)ed well):

Updating the LCAP 1.0 has enabled us to observe what worked and what didn't / what could be done better.

5.3 Problems and challenges (what didn't work so well):

LCAP 1.0: Some of the departments had some issues with spending their budget, and it was also unclear who was responsible for advancing their actions. This needs to be crystallised in the creation of the LCAP 2.0.

6. Assessment of the strategic document development process:

6.1 Were there any policy or legal constraints that limited the options for the document content:

We haven't bumped into any yet.

7. Feasibility, social acceptability and replicability of the strategic document:

7.1 Were there any financial or human resource constraints that limited the document development process:

The city council's support has enabled enough financial and human resources for the development.

7.2 How do you estimate the amount of financial resources that went into the document development process?

- ☐ High
☒ Medium
☐ Low

7.3 How do you estimate the amount of human resources that went into the document development process?

- ☒ High
☐ Medium
☐ Low

Human resources for the creation of the document are not huge, but during the execution, coordinating and supervising the actions across different departments is resource-intensive. There is a person working full-time only with the LCAP and its implementation.

7.4 Do the key stakeholders support the strategic document:

Yes, it has support from the city council, which also puts pressure on the stakeholders to support the actions. Some are probably not very enthusiastic but they have little choice.

7.5 Can the strategic document development be expanded within other municipalities of the pilot country and/or replicated in other BSR countries?

Yes, the process is "easy" to replicate. Even the actions are quite replicable as such.

7.6 What further steps have you planned concerning the strategic document beyond 2024? n/a

Tallinn (EE): Circular Economy Development Plan 2035

1. Country, municipality:
Estonia, Tallinn
2. Type of the strategic solution:
Development plan
3. Title of the strategic document:
Tallinn Circular Economy Development Plan 2035
4. Description of the document and its development process:
<p>4.1 What challenge did you try to overcome/what problem did you try to solve by developing this document in your municipality?</p> <p>With the circular economy development plan, the city of Tallinn wants to prioritize, among other areas, what products and services are used and offered in the city. For that, Tallinn is analysing what measures the city can implement to prevent and reduce the use of single-use plastic products and packaging and what the goals and targets of circular products and services (including public events, tourism, circular businesses, and public procurement) for the city are.</p> <p>4.2 Target groups of the document:</p> <p>The Tallinn City organisation and residents, tourists.</p> <p>4.3 Objectives and targets of the document related to plastic prevention and reduction:</p> <p>Tallinn is a green and circular world city where people want to live, work, develop themselves and rest. Tallinn is an important promoter of a smart and circular consumption model and the creator of a system of circular products and services that support it. Tallinn's urban space and built environment have been developed according to circular principles. Tallinn operates resource-efficiently by reducing primary material consumption and increasing waste recycling. Tallinn is a progressive promoter of reuse and repair and sharing culture, offering companies and residents comprehensive opportunities to contribute to the circular economy. Tallinn is a place where entrepreneurs can test and develop innovative circular solutions and business models, being an example for other municipalities in Estonia as well as internationally.</p> <p>4.4 Main measures (short summary of the document content related to plastic reduction):</p> <ul style="list-style-type: none"> ➤ All employees of the city will be aware of their responsibilities and obligations to follow the principles of the circular economy in their daily work. ➤ Tallinn's procurement system will support the procurement of products and services by applying sustainable, environmentally friendly and circular criteria. The suppliers will have comprehensive knowledge and skills regarding green and circular procurement, and market participants will be involved in the dialogue between suppliers and providers. ➤ The city of Tallinn will promote organising sustainable public events. The city is developing circular criteria to reduce and replace single-use materials. ➤ Cooperation with existing initiatives and environmental labels of the tourism sector (e.g. Green Key, green museum, sustainable destinations) will be carried out in order to integrate the principles of circularity both in the activities and products of Tallinn's tourism companies. ➤ The development of the reuse and repair system in cooperation with companies and organisations creates the basis for the spread and progress of this type of business. Through procurement, Tallinn is able to increase market demand for reused and repaired products and, therefore, promote circular and innovative entrepreneurship. ➤ The city organisation, as well as residents and companies, contribute to waste prevention. The city organises campaigns, promotes recycling and creates consumer-friendly infrastructure for this purpose. <p>4.5 When the development of the document started: 08.02.2024</p> <p>4.6 By whom was the document developed: Tallinn Strategic Management Office</p>

4.7 Which stakeholders were involved in the development process:

The Tallinn city departments, institutions, and external experts. Public seminars for stakeholders took place in September 2024. Public seminars for citizens will be organised in 2025.

4.8 Main steps of developing the document:

In April and May 2024, 12 workshops for the city departments and institutions were organised to define the goals and the directions of action for the circular economy development plan. The workshops focused mainly on circular products and services, food and bio-economy and built environment. As a result of these workshops, a draft version of the development plan was prepared and introduced to the city authorities and external stakeholders for comments and proposals.

The proposals were analysed in autumn 2024, and a new draft was prepared by December 2024. In 2025, the document will be made publicly available, and it is planned to be adopted at the end of spring 2025.

4.9 How did the BaltiPlast guidance for developing a strategic framework for plastic waste prevention and reduction in municipalities help you to formulate the strategic document?

The guidance set the clear overview of the importance and power of the strategic documents. It helped us frame all of Tallinn's strategic documents related to waste prevention, waste management, and circular economy and, therefore, made it easier to formulate Tallinn's circular economy development plan.

4.10 If the document has been adopted, then when and by whom:

It will be adopted in spring 2025 by the city council.

5. Key messages and lessons learned in the document development process:

5.1 Results achieved so far (status of the document): The draft plan is ready.

5.2 Successes and positive lessons (what work(s)ed well):

Cooperation with stakeholders and partners has gone smoothly. The document development is on schedule.

5.3 Problems and challenges (what didn't work so well):

Problems and challenges are not so much related to the document development process but rather the content, measures, responsibilities, awareness and budget related to the content of the document.

6. Assessment of the strategic document development process:

6.1 Were there any policy or legal constraints that limited the options for the document content:

The legal framework must support moving towards a circular economy, and the lack of national regulation (e.g., takeaway food in reusables, etc.) has limited the content to a certain extent.

7. Feasibility, social acceptability and replicability of the strategic document:

7.1 Were there any financial or human resource constraints that limited the document development process:

No. A new person was hired in this regard.

7.2 How do you estimate the amount of financial resources that went into the document development process?

- ☐ High
☒ Medium
☐ Low

7.3 How do you estimate the amount of human resources that went into the document development process?

- ☒ High
☐ Medium
☐ Low

7.4 Do the key stakeholders support the strategic document: Yes

7.5 Can the strategic document development be expanded within other municipalities of the pilot country and/or replicated in other BSR countries? Yes

7.6 What further steps have you planned concerning the strategic document beyond 2024?

The document is valid until 2035 and there are many steps that need to be taken and focus areas that need to be analysed and developed after the strategic document is adopted in 2025.

8. Link to the document:

<https://www.tallinn.ee/et/keskkond/ringmajanduse-arengusuunad#Arengukava>

9. Photo of the document development process:



Public seminar for stakeholders (September 2024).

Daugavpils (LV): Latgale Regional Waste Management Plan 2024–2030

1. Country, municipality:
Latvia, Daugavpils
2. Type of the strategic solution:
Strategy plan
3. Title of the strategic document:
Original: Latgales Reģionālais atkritumu apsaimniekošanas plāns 2024.-2030. gadam English: Latgale Regional Waste Management Plan 2024-2030
4. Description of the document and its development process:
<p>4.1 What challenge did you try to overcome/what problem did you try to solve by developing this document in your municipality?</p> <p>The document addresses waste management challenges in the Latgale region which Daugavpils municipality is part of. The document represents a proactive approach by the municipality to address waste management challenges, including challenges of plastic waste, promote sustainability, and enhance the environmental quality and wellbeing of the region.</p> <p>4.2 Thematic scope of the document:</p> <p>Characterization of waste (including plastic waste) management systems, with existing responsibilities and waste volumes.</p> <p>Strategic objectives for the waste (including plastic waste) management sector at the regional level, including qualitative indicators and transition to a circular economy.</p> <p>Forecasts for waste generation and quantitative indicators (including plastic waste) for achieving recycling and processing targets.</p> <p>Recommendations for actions include developing waste (including plastic waste) collection systems, improving infrastructure, conducting public awareness campaigns (also educating about plastics and waste reduction—here, the BaltiPlast project is mentioned as part of awareness-raising activities), and managing data.</p> <p>4.3 Target groups of the document:</p> <ul style="list-style-type: none"> ➤ Local authorities and municipalities ➤ Waste management companies and service providers ➤ Environmental and regulatory agencies ➤ Community organisations and NGOs ➤ Businesses and industries ➤ Residents and the general public ➤ Academic and research institutions <p>4.4 Objectives and targets of the document related to plastic prevention and reduction:</p> <ul style="list-style-type: none"> ➤ Improvement of waste (including plastic waste) management infrastructure ➤ Enhancement of waste (including plastic waste) collection systems ➤ Promotion of circular economy principles, also talking about public awareness of plastic waste <p>4.5 Main measures (short summary of the document content related to plastic reduction):</p> <p>Priority measures to be implemented:</p> <ul style="list-style-type: none"> ➤ Development of waste (including plastic waste) separation services/infrastructure. ➤ Implementation of waste (including plastic waste) re-use and preparation for re-use measures. ➤ Development of infrastructure at the landfills “Križevņiki”, “Ciniši” and “Dzilā vāda”, including the development of waste (including plastic waste) recycling infrastructure. ➤ Implementation of public information and education measures, raising environmental awareness. ➤ Collection of information and data, maintenance of databases. <p>4.6 When the development of the document started:</p>

The development of the document started at the end of 2023 when Daugavpils municipality delegated the development of the plan to the Latgale Planning Region by an official decision taken by the City Council deputies.

4.7 By whom was the document developed:

All involved municipalities in the region delegated the development of this waste management plan to the Latgale Planning Region. They sub-contracted the company SIA “Geo Consultants” which is one of the environmental and civil engineering consulting companies in Latvia that provides a broad range of services for the implementation of investment projects. The working group was formed with all the main stakeholders. There were public consultations organised, as well, involving every interested person.

4.8 Which stakeholders were involved in the development process:

Main stakeholders – State Environmental Bureau, local authorities and municipalities, waste management companies and service providers. Namely – all local authorities from the Latgale region – Daugavpils and Rēzekne municipalities, Aizkraukle, Augšdaugava, Jēkabpils, Krāslava, Līvāni, Ludza, Madona, Preiļi, Rēzekne and Varakļāni municipalities, as well as main landfills in the region «Križevņiki», «Ciniši» and «Dziļā vāda».

4.9 Main steps of developing the document:

- Municipalities of the Latgale region delegated the development of the waste management plan to the Latgale Planning Region.
- They sub-contracted the company SIA “Geo Consultants” for the plan development.
- The working group was formed with all the main stakeholders. There were public consultations organised, as well, involving every interested person. The BaltiPlast project participated in the meetings. Good examples, such as the action plan for the sustainable use of plastics in Västerås 2022-2025, were shared with the group and discussed.
- Decision No 4-02/83/2023 taken by the State Environmental Monitoring Office of 18 October 2023 on the application of the strategic environmental impact assessment procedure to the planning document "Latgale Regional Waste Management Plan 2024-2030".
- During the preparation of the Environmental Report, consultations have been held with the State Environmental Bureau, the Latgale Regional Environmental Administration of the State Environmental Service, the Latgale Regional Administration of the Nature Conservation Agency and the Latgale Control Division of the Health Inspectorate.
- The public consultation period from 28 March 2024 to 29 April 2024 provided an opportunity for the public to make proposals on the Draft Plan and the Draft strategic environmental impact assessment.
- The executor revised the Environmental Report and Plan, taking into account the proposals and comments received during the public consultation (there were proposals during the public consultation meeting, none about plastic waste, but about other kinds of waste).
- The State Environmental Monitoring Bureau provided an opinion on the draft Environmental Report.
- Upon receiving a positive opinion from the State Environmental Monitoring Bureau, the regional waste management plan was submitted for approval to the relevant municipalities in the waste management region.
- The plan came into force once after approval by all municipalities in the waste management region – on 31 July 2024.

4.10 How did the BaltiPlast guidance for developing a strategic framework for plastic waste prevention and reduction in municipalities help you to formulate the strategic document?

First, the BaltiPlast project ensured an opportunity for the working group to gain experience and learn about best practices in plastic and waste management strategies at the international level. Everybody had an opportunity to read and learn from the “Action plan for a sustainable use of plastics in Västerås 2022-2025” that was shared via email by the BaltiPlast Daugavpils municipality project manager. Second, BaltiPlast offered expertise and consultations.

4.11 If the document has been adopted, then when and by whom:

The Plan was adopted on 31 July 2024 after it had been approved by the municipalities of Daugavpils and Rēzekne, Aizkraukle, Augšdaugava, Jēkabpils, Krāslava, Līvāni, Ludza, Madona, Preiļi, Rēzekne and Varakļāni.

5. Key messages and lessons learned in the document development process:

5.1 Results achieved so far (status of the document):

The document has been approved by all municipalities in the waste management region.

5.2 Successes and positive lessons (what work(s)ed well):

Success can be considered the length and process of the development of this waste management plan. It went as planned, involving all the possible stakeholders, taking into account the legislation and citizens' involvement. A positive lesson is the environmental report, as well as the survey among waste operators and involved citizens. The positive lesson is to hold hybrid public consultations (both meetings online and at the premises). Sub-contracting the company that organises the process is also a success that ensures the quality of the document.

5.3 Problems and challenges (what didn't work so well):

One of the challenges for the plan development was to incorporate in it the aspects that are not mandatory by law regulations. This rises a lot of discussions due to the limited financial and human resources. Every municipality is interested in putting less in the action plan in order to be sure that everything can be done.

Recycled waste (including plastic) was addressed together.

6. Assessment of the strategic document development process:

6.1 Were there any policy or legal constraints that limited the options for the document content:

Yes, these are the main regulatory requirements that were taken into account and that limited the options for the document content due to the fact that municipalities who later adopted the plan needed to achieve these goals:

- Ensure that, by 31 December 2023, bio-waste is either separated and recycled at the source or collected separately and not mixed with other types of waste (including not mixed with plastic).
- Increase the amount of municipal waste prepared for reuse and recycled to at least 55% by weight by 2025 (including plastic).
- By 2030, increase the amount of municipal waste prepared and recycled for re-use to at least 60 % by weight (including plastic).
- By 2035, increase the amount of municipal waste prepared and recycled for re-use to at least 65 % by weight (including plastic).
- Establish separate collection systems at least for paper, metal, plastic and glass and by 1 January 2023 for textiles
- From 2020, at least 70% by weight of non-hazardous construction and building waste demolition waste, prepared for reuse, recycling and other material recovery, including backfilling.
- By 1 January 2025, a separate collection system for household hazardous waste.
- By 2035, the proportion of municipal waste (including plastic that cannot be recycled) disposed of in landfills has been reduced to 10% of the total municipal waste generated (by weight) or even lower.
- Ensure that at least 65% by weight of packaging waste (including plastic) is recycled by 31 December 2025 at the latest.

7. Feasibility, social acceptability and replicability of the strategic document:

7.1 Were there any financial or human resource constraints that limited the document development process:

Every measure written into the strategic plan needs a financial basis and an understanding of how it will be financed. Considering that many municipalities were involved, with different budgets, there were many discussions about every activity— whether it was really necessary and what the benefits would be. The limited budgets of municipalities were the financial constraints that led to most of the activities included in the plan being statutory and absolutely necessary.

7.2 How do you estimate the amount of financial resources that went into the document development process?

- ☒ High
☐ Medium
☐ Low

7.3 How do you estimate the amount of human resources that went into the document development process?

- ☒ High
☐ Medium
☐ Low

7.4 Do the key stakeholders support the strategic document:

Yes, the Plan has been approved by the municipalities.

7.5 Can the strategic document development be expanded within other municipalities of the pilot country and/or replicated in other BSR countries?

Yes, it can be taken as the basis for the development of another document, taking into account all its successes and failures.

7.6 What further steps have you planned concerning the strategic document beyond 2024?

The waste management plan is being implemented until 2030. Additionally, Daugavpils municipality, within the BaltiPlast project, is considering writing guidelines for the municipality with soft-measure actions that can help reduce the amount of plastic.

8. Link to the document:

https://www.geoconsultants.lv/wp-content/uploads/2020/01/Latgales_AAR_RAAP_2024_2030.pdf

9. Photo of the document development process:



Valmiera (LV): Guidelines for sustainable use of plastic in Valmiera municipality

1. Country, municipality:
Latvia, Valmiera Municipality
2. Type of the strategic solution:
Guidance document – guidelines
3. Title of the strategic document:
Guidelines for sustainable use of plastic in Valmiera municipality
4. Description of the document and its development process:
<p>4.1 What challenge did you try to overcome/what problem did you try to solve by developing this document in your municipality?</p> <p>The Valmiera Municipality aims to improve the environmental management of municipal institutions, with a long-term goal of implementing a certified environmental management system. Plastic is an essential part of the resources used in municipal operations. Therefore, the sustainable use of plastic will undoubtedly be a significant component of the potential environmental management system. Therefore, guidelines for the sustainable use of plastic are an investment in improving the municipality's environmental management. These guidelines aim to reduce the use of single-use plastics and promote thoughtful procurement and utilization of resources necessary for municipal operations.</p> <p>4.2 Thematic scope of the document:</p> <p>The thematic scope of the document encompasses guidelines and recommended actions related to the use of plastic within the municipality's administrative institutions.</p> <p>4.3 Target groups of the document:</p> <p>Employees of the municipality's administrative institutions.</p> <p>4.4 Objectives and targets of the document related to plastic prevention and reduction:</p> <p>The objectives of the guidelines are to recommend actions and choices to the employees of the municipality's administrative institutions regarding plastic as a necessary resource for their work and its possible alternatives. The overall aim is to reduce the volume of waste generated by the municipality and its impact on the environment.</p> <p>4.5 Main measures related to plastic prevention and reduction (short summary of the document content):</p> <p>The document is based on the plastic usage audit conducted within the framework of the GoA2.2 project activity in the main building of the municipality's administration and the conclusions derived from it. It also draws on a general waste audit of the municipality, assessing the overall composition and proportions of generated waste.</p> <p>Based on this information, the document offers evaluated options for actions to reduce and eliminate the circulation of single-use plastics in the municipality's daily operations.</p> <p>4.6 When the development of the document started:</p> <p>In March 2024, alongside the plastic waste audit in municipal institutions (BaltiPlast GoA 2.2).</p> <p>4.7 By whom was the document developed:</p> <p>The document was developed by the project coordinator in the municipality, in collaboration with the development working group, which includes the project communications specialist, representatives from the municipality's Natural Resources Administration, as well as from the project's associated organisation AO04 SIA ZAAO – the municipality's waste management company, one of whose areas of expertise is environmental education within the municipality as a whole.</p> <p>4.8 Which stakeholders were involved in the development process:</p> <p>Representatives from the municipal departments responsible for processes related to the municipality's daily operations. These include the Document Management and Customer Service Center, the Procurement Department,</p>

the Audit and Quality Management Department, the Branding and Public Relations Department, and the municipality's administration management.

4.9 Main steps of developing the document:

- First, baseline data was collected – a waste audit was conducted within the municipality. This was necessary for assessing the current situation, evaluating the potential for reducing plastic waste and exploring alternatives to plastic.
- The working group for the development of the guidelines analyzed the collected data, evaluating viable alternatives to plastic and opportunities for reducing plastic waste and recommending actions.
- The proposal for the guidelines with the recommended actions was discussed with the involved parties: the Document Management and Customer Service Center, the Procurement Department, the Branding and Public Relations Department, as well as the municipality's administration management.

4.10 How did the BaltiPlast guidance for developing a strategic framework for plastic waste prevention and reduction in municipalities help you to formulate the strategic document?

The guidelines supported evaluating the level of the document and choosing the guidelines as the currently feasible document format. Secondly, the "step-by-step" approach from the GoA2.1 pilot guidelines served as a model for moving forward. Thirdly, the experience of other countries presented in the project through informational webinars was valuable. Fourthly, individual strategic work package management support from the project was helpful in the document's development.

4.11 If the document has been adopted, then when and by whom:

The document is intended to be approved by the municipality's administration management and introduced to the municipal employees. The document is also planned to be presented to the members of the municipal council. In 2025, the document is scheduled to be piloted during employee training sessions.

5. Key messages and lessons learned in the document development process:

5.1 Results achieved so far (status of the document):

The waste audit has been conducted. The working group has analyzed the collected data, evaluated alternatives, and assessed opportunities for reducing plastic waste. The working group has developed the recommended actions. The recommended actions are being evaluated with the involved parties. Currently, a draft of the document has been prepared, which needs to be coordinated and refined with the involved parties.

5.2 Successes and positive lessons (what work(s)ed well):

The motivation of the directly involved personnel in the BaltiPlast project helps to implement the project. A very important indirect driving force for the development of the document is the overall support from the municipality's administration management for the need to improve the municipality's environmental management.

5.3 Problems and challenges (what didn't work so well):

The challenge lies in motivating municipal employees and assigning importance to actions specifically related to plastic. In the context of limited human resources due to the scope of the municipality's overall processes and priorities, the challenge was the amount of time people could dedicate to the development and evaluation of such a document.

6. Assessment of the strategic document development process:

6.1 Were there any policy or legal constraints that limited the options for the document content:

In their daily operations, municipalities are required to use a centralized procurement portal – the electronic procurement system (<https://www.eis.gov.lv/EIS/Categories/CategoryList.aspx?>). This portal also includes products that meet the criteria for green public procurement. The criteria for green public procurement are regulated by specific Cabinet of Ministers regulations, "Requirements for Green Public Procurement and the Procedure for Their Application" (<https://likumi.lv/ta/en/en/id/291867>). This creates the framework within which municipal specialists operate.

7. Feasibility, social acceptability and replicability of the strategic document:

7.1 Were there any financial or human resource constraints that limited the document development process:

The workload and priorities of municipal employees were challenges in developing the document. The waste audit

revealed plastic waste generated by the municipality's own activities, as well as the waste from single-use plastic products created by employees' habits. Changing these habits and emphasizing the importance of the need for change is a particular challenge.

7.2 How do you estimate the amount of financial resources that went into the document development process?

- ☐ High
- ☐ Medium
- ☒ Low

7.3 How do you estimate the amount of human resources that went into the document development process?

- ☒ High
- ☐ Medium
- ☐ Low

7.4 Do the key stakeholders support the strategic document:

The municipality's administration management supports the improvement of the municipality's environmental management, including through the implementation of guidelines for the sustainable use of plastic. The improvement of daily practices within the municipality's operations, as long as it does not require significant additional investments in time, finances, or human resources, is also supported by the involved parties. The challenge lies in changing daily habits, which are closely tied to environmental awareness and the ease and possibilities of changing these habits.

7.5 Can the strategic document development be expanded within other municipalities of the pilot country and/or replicated in other BSR countries?

Yes, the example of the strategic document's development, as well as the proposed actions included in it, can be used by other municipalities.

7.6 What further steps have you planned concerning the strategic document beyond 2024?

In 2025, the municipality plans to work on the document's piloting through employee training, raising general environmental awareness about the need for circular management practices, as well as explaining and discussing the sustainable use of plastic within the municipality and in everyday life.

In the long term, the document can serve as the municipality's first step towards implementing a certified environmental management system.

Valmiera (LV): Guidelines for Environmentally Friendly Event Organisation in Valmiera Municipality

1. Country, municipality:
Latvia, Valmiera Municipality
2. Type of the strategic solution:
Guidance document – guidelines
3. Title of the strategic document:
Prevention of single-use plastics in “Guidelines for Environmentally Friendly Event Organisation in Valmiera Municipality”
4. Description of the document and its development process:
<p>4.1 What challenge did you try to overcome/what problem did you try to solve by developing this document in your municipality?</p> <p>In September 2023, during the BaltiPlast project, Valmiera Municipality, together with the project's associated partner, the waste management company SIA ZAAO, organised the DAIBE ZERO waste recycling hackathon. A key conclusion from the hackathon regarding an effective and climate-friendly approach to transitioning to a circular economy was the prioritization of preventing plastic waste generation. Therefore, as solutions require in-depth piloting, the project team decided to focus on finding system-level solutions to prevent plastic waste. Learning from the experiences of project partners, the Valmiera Municipality team concluded that single-use plastic waste generated at public events represents a significant environmental impact on the municipality. Eliminating such waste could substantially reduce the environmental footprint of public celebrations.</p> <p>During the implementation of the BaltiPlast project, gaining an in-depth understanding of the true impacts and lifecycle of single-use plastics, the municipal team concluded that strategic guidelines for sustainable plastic use are needed in two key areas: first, for municipal employees in their daily work within the municipality as an institution, and second, for events organised by the municipality targeting an external audience (beyond municipal employees as the direct target group). Public celebrations and events, particularly those providing catering services, were identified as significant contributors to the environmental impact of single-use plastics.</p> <p>The municipal institutions responsible for organising public events were interested in reducing the overall environmental impact of their events. Therefore, the BaltiPlast project, with its in-depth evaluation of the plastic lifecycle and piloting of impact-reducing measures, fostered these institutions' motivation to work on general guidelines for organising environmentally friendly events. Considering that the responsible institutions had already identified the volume of plastic waste generated by catering services as a significant contributor to the environmental impact of celebrations, it was decided to pilot a cup deposit service as part of the "Green Events" initiative at the 2024 Valmiera City Festival within the BaltiPlast project. Additionally, a section on sustainable plastic use at celebrations was included as a distinct chapter in the Guidelines for Environmentally Friendly Event Organisation in Valmiera Municipality.</p> <p>4.2 Thematic scope of the document:</p> <p>The document comprehensively addresses various environmental aspects related to event organisation, such as materials and procurement, catering and water consumption, waste management, transportation, energy and resource efficiency, and communication. Based on the experience gained from piloting BaltiPlast "green events," a dedicated section in the guidelines will focus on sustainable plastic management.</p> <p>4.3 Target groups of the document:</p> <p>Employees working in municipal institutions whose job responsibilities include organising public events aimed at external audiences.</p> <p>4.4 Objectives and targets of the document related to plastic prevention and reduction:</p> <p>To propose actions and solutions on how to reduce the generation of single-use plastic waste at events organised by the municipality for external audiences.</p>

4.5 Main measures related to plastic prevention and reduction (short summary of the document content):

The section of the document on guidelines for sustainable plastic use at events is based on the experience of the Valmiera City Festival pilot project with a cup deposit system, implemented by Valmiera Municipality under BaltiPlast GoA2.2. This section analyzes the types of plastic waste typically generated at events. A special subsection is dedicated to catering services, offering solutions for different types of events to make the transition away from single-use plastic tableware feasible.

4.6 When the development of the document started:

In February 2024, alongside the "Green Events" organisation as a pilot for BaltiPlast GoA 2.2.

4.7 By whom was the document developed:

The document is developed by the project coordinator in the municipality, in close collaboration with the project communication specialist and the municipal Cultural Board as the main organisers of the Valmiera City Festival and other cultural public events organised by the municipality for the outer audience.

The new working group for developing guidelines for organising environmentally friendly events in Valmiera Municipality also includes representatives from the Municipal Sports Board, Municipal Tourism Board, and Municipal Natural Resources Management Board.

4.8 Which stakeholders were involved in the development process:

Representatives from municipal institutions whose employees organise public events, including the Cultural Board, the Sports Board, the Tourism Board, and consultations with the Municipal Environmental Resources Board. However, in order to reach solutions that are acceptable to all parties for preventing single-use plastic waste in catering services at public events, the municipality is also organising discussions with catering service providers and potential service providers involved in the deposit system. There have been consultations with companies providing dish deposit services from both Estonia and Latvia, as well as with companies offering dish rental services. Additionally, discussions have taken place with the company VISA and their partners, evaluating the possible installation of dish deposit system equipment at events and event venues, along with a potential closed catering service system.

4.9 Main steps of developing the document:

- Pilot implementation of the cup deposit service during the Valmiera City Festival (BaltiPlast GoA2.2).
- Evaluation of the solution together with the responsible municipal authority – Valmiera Municipality's Culture Department and the company that provided the cup deposit system during the festival.
- Meeting with event organisers, and planning the implementation of the cup deposit system for the 2025 municipal events during various local festivals.
- At the same time, gathering experiences from other municipalities and preparing guidelines and action proposals for discussions at the stakeholders' meeting.
- Meeting and discussions with a broader group of responsible municipal institution representatives (managers), evaluating the experience with the cup deposit system in 2024, as well as other plastic management-related issues in specific events related to each theme (sports and tourism).
- Presentation of the guidelines to the municipal administration leadership.

4.10 How did the BaltiPlast guidance for developing a strategic framework for plastic waste prevention and reduction in municipalities help you to formulate the strategic document?

The guidelines supported evaluating the level of the document and choosing the guidelines as the currently feasible document format. Secondly, the "step-by-step" approach from the GoA2.1 pilot guidelines served as a model for moving forward. Thirdly, the experience of other countries presented in the project through informational webinars was valuable. Fourthly, individual strategic work package management support from the project was helpful in the document's development.

4.11 If the document has been adopted, then when and by whom:

The document is intended to be approved by the municipality's administration leadership and introduced to the municipal employees who organise public events. In 2025, the document is scheduled to be piloted during employee training sessions.

5. Key messages and lessons learned in the document development process:

5.1 Results achieved so far (status of the document):

The waste audit has been conducted in Valmiera City Festival 2024 as the "Green Event" pilot. Currently, work is underway to develop the best solutions for the cup deposit system service for events of various scales that provide catering services. Separate meetings are planned with specialists from the Cultural Department. There will be a smaller-scale meeting and a larger-scale workshop with catering service providers, involving potential companies for deposit and related services, as well as a broader group of municipal event organisers from the municipality's cultural institutions. The heads of various municipal departments have been introduced to the guidelines proposal, and meetings for evaluation and proposal discussions are planned.

5.2 Successes and positive lessons (what work(s)ed well):

The development of the guidelines and the implementation of solutions proceed successfully when all involved parties are equally interested and when there is a prior understanding of the environmental impact of events and the need to reduce it.

5.3 Problems and challenges (what didn't work so well):

Given that the project BaltiPlast supports changes in management processes, there is no prior experience with them. Solutions must be found through experimentation and taking risks, including the possibility of overlooking or failing to plan for something significant. This requires courage, the ability to persuade local government leadership, and a significant amount of time to delve into and implement the changes.

6. Assessment of the strategic document development process:

6.1 Were there any policy or legal constraints that limited the options for the document content:

The challenge is the lack of potential service providers. The results of the price survey showed that for the specific need of the cup deposit system service and the required volumes, there was only one service provider able to offer this service. Therefore, when developing the guidelines, the feasibility of the service must be taken into account.

7. Feasibility, social acceptability and replicability of the strategic document:

7.1 Were there any financial or human resource constraints that limited the document development process:

The municipality's experience in the GoA2.2 "Green Events" pilot is crucial in the development of the guidelines. To pilot the cup deposit system at the city festival, a high level of motivation from the involved colleagues was necessary to test such a system, invest time, and be ready to make mistakes.

It was concluded that the experience gained during the 2024 Valmiera City festival is a very positive intermediate step. However, the system definitely requires transformation and improvements, finding mutually acceptable solutions for all parties involved, such as preventing the municipality from having to pay for the deposit system service and balancing the financial burden between service providers, caterers, and event attendees.

Therefore, work is still underway to find the best solutions in preparation for the 2025 event season, with plans to incorporate these into the guidelines document.

7.2 How do you estimate the amount of financial resources that went into the document development process?

- ☒ High
- ☐ Medium
- ☐ Low

7.3 How do you estimate the amount of human resources that went into the document development process?

- ☒ High
- ☐ Medium
- ☐ Low

7.4 Do the key stakeholders support the strategic document:

The involved parties support the development and implementation of such a document, provided that its implementation does not impose too significant a financial burden on the municipality.

7.5 Can the strategic document development be expanded within other municipalities of the pilot country and/or replicated in other BSR countries?

Yes, the example of the strategic document's development, as well as the proposed actions included in it, will be possible to use by other Latvian municipalities.

7.6 What further steps have you planned concerning the strategic document beyond 2024?

In 2025, the development of the document will continue, along with its approval in events. At the same time, in 2025, it is planned to introduce the guidelines to municipal employees who organise public events.

8. Links and references to the document:

The municipal document is still under development. However, publicity that was created for the first large seminar involving stakeholders on the implementation of the container deposit system during the Valmiera City Festival is available here:

<https://www.valmierasnovads.lv/norisinaties-seminars-edinatajiem-par-trauku-depozitsistemas-ieviesanu-pilsetas-svetkos/>

<https://www.valmierasnovads.lv/parruna-ar-uznemejiem-glazu-depozita-sistemas-ieviesanu-valmieras-pilsetas-svetkos/>

9. Photos of the document development process:



Workshop with entrepreneurs on the introduction of a glass deposit system at the Valmiera City Festival (February 2024).

Kaunas (LT): Guidelines for sustainable use of plastic in Kaunas City

1. Country, municipality:
Lithuania, Kaunas City municipal administration
2. Type of the strategic solution:
Guidelines
3. Title of the strategic document:
Guidelines for the use of single-use plastics in Kaunas City
4. Description of the document and its development process:
<p>4.1 What challenge did you try to overcome/what problem did you try to solve by developing this document in your municipality?</p> <p>The necessity to change society's attitude toward SUP usage and decline formed usage habits.</p> <p>4.2 Thematic scope of the document:</p> <p>Guidelines were prepared based on the city of Kaunas's strategic documents and the experience of finished municipal and school SUP inventories.</p> <p>4.3 Target groups of the document:</p> <p>Food establishments (restaurants, cafes, snack bars), private and public sector institutions, events organisers and takeaway outlets (shops, petrol stations, supermarkets).</p> <p>4.4 Objectives and targets of the document related to plastic prevention and reduction:</p> <p>The necessity to change society's attitude toward SUP usage and decline formed usage habits.</p> <p>4.5 Main measures (short summary of the document content related to plastic reduction):</p> <p>Divided into 6 chapters and described:</p> <p>Chapter I – the necessity to change society's attitude toward SUP usage and decline formed usage habits.</p> <p>Chapter II – solutions, that can change SUP usage culture, e.g., SUP direction; extended producer responsibility (EPR) principle; usage of reusable products; education and information campaigns; deposit system development.</p> <p>Chapter III – different types of SUP products to which the recommendations apply (e.g. plastic bags, plastic water bottles, plastic cutlery, plastic straws, food boxes and packaging) and how SUP products can be replaced (e.g. use reusable bags and water bottles, permanent cutlery and food boxes, etc.).</p> <p>Chapter IV – entities to which the recommendations are addressed: food establishments (restaurants, cafes, snack bars), private and public sector institutions, events organisers, and takeaway outlets (shops, petrol stations, supermarkets).</p> <p>Chapter V and VI – concrete recommendations for private and public sector, events organisation entities, food establishments and takeaway outlets: to carry out waste audits; develop a plastics reduction policy; to promote reusable alternatives; to implement internal waste management strategies; to set up water refill stations; to promote education and information; to encourage event sponsors to highlight sustainability objectives; to monitor and report the impacts to society; to promote a reusable packaging policy; to apply deposit and SUP return systems.</p> <p>4.6 When the development of the document started: August 2024.</p> <p>4.7 By whom was the document developed: Kaunas City Municipality Administration Environmental Protection Division</p> <p>4.8 Which stakeholders were involved in the development process: Investment and Project Division, Transport and Traffic Management Division, Environmental Protection Division</p> <p>4.9 Main steps of developing the document:</p> <p>Gathering a working group from the Investment and Project Division, Transport and Traffic Management Division and</p>

Environmental Protection Division, planning the pilot, constructing recommended actions for divisions, collecting data and preparing guidelines.

4.10 How did the BaltiPlast guidance for developing a strategic framework for plastic waste prevention and reduction in municipalities help you to formulate the strategic document? It helped to plan the schedule and main steps for the work.

4.11 If the document has been adopted, then when and by whom: The document is approved by the order signed by the director of the Kaunas City Municipal Administration (2024-11-20 No. A-1375).

5. Key messages and lessons learned in the document development process:

5.1 Results achieved so far (status of the document): The working group was created. Guidelines were prepared based on the strategic documents of the city of Kaunas and the experience of finished municipal and school SUP inventories.

5.2 Successes and positive lessons (what work(s)ed well): Close collaboration between divisions.

5.3 Problems and challenges (what didn't work so well): Preparation of the Guidelines took more time than planned due to the employees' busyness.

6. Assessment of the strategic document development process:

6.1 Were there any policy or legal constraints that limited the options for the document content: No

7. Feasibility, social acceptability and replicability of the strategic document:

7.1 Were there any financial or human resource constraints that limited the document development process: No

7.2 How do you estimate the amount of financial resources that went into the document development process?

☐ High

☐ Medium

☒ Low

7.3 How do you estimate the amount of human resources that went into the document development process?

☒ High

☐ Medium

☐ Low

7.4 Do the key stakeholders support the strategic document: Yes

7.5 Can the strategic document development be expanded within other municipalities of the pilot country and/or replicated in other BSR countries? Yes

7.6 What further steps have you planned concerning the strategic document beyond 2024? To promote Guidelines through a local dissemination campaign. To assign responsible employees for seeking the goals of guidelines.

8. Photo of the document development process:



Kaunas (LT): Rules for organising public events in Kaunas city

10. Country, municipality:
Lithuania, Kaunas City municipal administration
11. Type of the strategic solution:
Rules and regulations
12. Title of the strategic document:
Rules for organising public events in Kaunas City
13. Description of the document and its development process:
<p>13.1What challenge did you try to overcome/what problem did you try to solve by developing this document in your municipality?</p> <p>To ban single-use plastic cups, plates and cutlery at public events.</p> <p>13.2Thematic scope of the document:</p> <p>Updating the existing rules, “Rules for organising public events in Kaunas city” for organisers of public events (ban single-use plastic cups, plates and cutlery at public events).</p> <p>13.3Target groups of the document:</p> <p>Residents and businesses of Kaunas city</p> <p>13.4Main measures (short summary of the document content related to plastic reduction):</p> <p>Rules for organising public events in Kaunas city (ban single-use plastic cups, plates and cutlery at public events).</p> <p>13.5By whom was the document developed:</p> <p>Kaunas City Municipality Administration Culture Division and Environment Protection Division</p> <p>13.6Which stakeholders were involved in the development process:</p> <p>Investment and Project Division, Environment Protection Division and Culture Division</p> <p>13.7Main steps of developing the document:</p> <p>Gathering a working group from the investment and project division and environment protection division, constructing recommended actions for the Culture division, and starting to update the existing document.</p> <p>13.8 How did the BaltiPlast guidance for developing a strategic framework for plastic waste prevention and reduction in municipalities help you to formulate the strategic document?</p> <p>It helped to plan the schedule and main steps for the work.</p>
14. Key messages and lessons learned in the document development process:
<p>14.1Results achieved so far (status of the document):</p> <p>The working group is ready.</p>
15. Assessment of the strategic document development process:
15.1 Were there any policy or legal constraints that limited the options for the document content: n/a
16. Feasibility, social acceptability and replicability of the strategic document:
<p>16.1How do you estimate the amount of financial resources that went into the document development process?</p> <p><input type="checkbox"/> High</p> <p><input type="checkbox"/> Medium</p> <p><input checked="" type="checkbox"/> Low</p> <p>16.2How do you estimate the amount of human resources that went into the document development process?</p> <p><input checked="" type="checkbox"/> High</p>

☐ Medium

☐ Low

16.3 Do the key stakeholders support the strategic document: Yes

16.4 Can the strategic document development be expanded within other municipalities of the pilot country and/or replicated in other BSR countries? Yes

16.5 What further steps have you planned concerning the strategic document beyond 2024?

The document has been updated, but it will be approved by the Kaunas City Council resolution in early 2025.

17. Link to the document:

<https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/064959f0f26211ecbfe9c72e552dd5bd?jfwid=pd6eqad9z>