



*Spaces for circular
co-creation and action*

URBACT Resourceful Cities

The Integrated Action Plan of The Hague

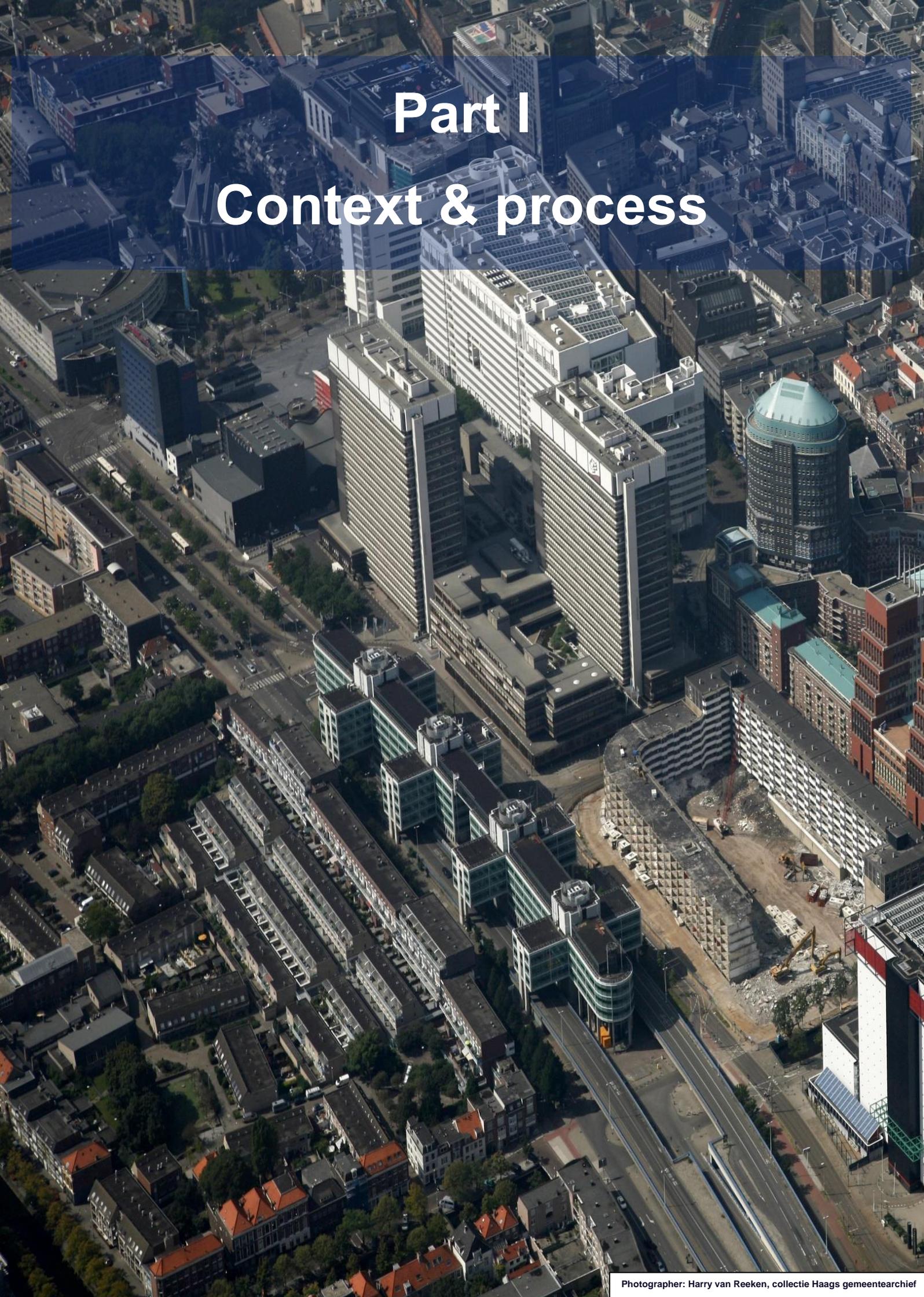


The Hague



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An aerial photograph of a dense urban area, likely a city center. The image shows a mix of old and new buildings. In the foreground, there is a large construction site with a grid of concrete foundations and some construction equipment. To the right, a prominent building with a green, domed roof stands out. The rest of the image is filled with various multi-story buildings, some with modern glass facades and others with more traditional architectural styles. The text "Part I Context & process" is overlaid in white on a semi-transparent blue background at the top of the image.

Part I

Context & process



Preface

In 2019, the EU Urban Agenda Partnership on Circular Economy published a research on urban resource centres within Europe.¹ It was decided this research needed to be followed-up to test some of its findings in the real world. The URBACT-programme proved to be well-suited for this case, with its strong focus on integral action and learning by doing. The URBACT Resourceful Cities network started working from September 2019 on, at both the transnational level, through the organization of multiple transnational meetings, as well as at the local level by each of the network partners. This was done under the leadership of the city of The Hague. Now, in June 2022, the network reaches its official ending which, however, does not mean that the work is finished. On the contrary, the real work has just begun.

This action plan is a product of the URBACT Local Group (ULG), consisting of local entrepreneurs, academic partners, and policy advisors from the municipality of The Hague. This cooperation proved crucial in the development of this plan and its actions. The contribution of urban resource centres to the circular ecosystem of The Hague is, as is often the case, dependent on the collaboration of different stakeholders within the city. It is therefore that this action plan is not only the end of a European journey, it is, hopefully, the beginning of a fruitful collaboration among different key partners within the city to implement the actions as proposed in this plan.

In Part I of this Integrated Action Plan (IAP), we describe the local background of The Hague and the vision driving this plan. Also described is how this IAP came about in collaboration with the ULG. Part I ends with four intervention lines that serve as guiding principles for the actions proposed in this plan.

In Part II, several Small Scale Action's are discussed which have been implemented within the city these past few years, to test certain ideas related to urban resource centres. Thereafter, several actions are described which the ULG sees as promising activities to be implemented between 2022 and 2025.

We hope you will enjoy reading this Integrated Action Plan.

The URBACT Local Group The Hague

¹ "Urban Resource Centres: A Classification of Local Approaches to Waste Prevention, Re-use, Repair and Recycling in a Circular Economy", Partnership on Circular Economy, 2019.



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About URBACT Resourceful Cities

URBACT is the European Territorial Cooperation programme funded under the ERDF. It supports cities through transnational exchange and learning, with the aim of fostering integrated sustainable urban development across Europe. One form is the support of Action Planning Networks (APN) in which participating cities work with local stakeholders to develop a local plan of action while benefitting from a shared process of transnational exchange and learning between partner cities.

RESOURCEFUL CITIES is an URBACT Action Planning Network of 9 European cities² that addresses the **policy challenge** of developing *next generation urban resource centres* that can serve as catalysts for the local circular economy. By adopting a participative and integrated approach these centres serve as connection points for citizens, new businesses, researchers, and the public sector to co-create new ways to close local resource loops and promoting waste prevention, re-use, repair and recycling. By bringing together different actors and stakeholders to work alongside, urban resource centres aim to contribute to the positive economic, environmental, and social impacts of the local circular economy.³

Each city partner in the Resourceful Cities network has drafted an **INTEGRATED ACTION PLAN (IAP)** defining the local actions to be carried out as a local and tailormade response to the common policy challenge mentioned above. The IAP focusses on short-term and long-term actions to address that challenge and is co-produced in a participative process with an **URBACT Local Group (ULG)** in which relevant local stakeholders with an interest in the policy challenge are represented.

² The 9 partner cities are The Hague (LP), Oslo, Mechelen, Ciudad Real, Cáceres, Famalicão, Opole, Zagreb and Bucharest 3rd District. The network is supported by lead expert Eileen Crowley.

³ More information about the partner cities and the policy challenge can be found in the Baseline Study that has been drafted in the first phase of the project: https://urbact.eu/sites/default/files/media/baseline_study_resourceful_cites_1.pdf



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This IAP – quick intro

In 2050 the Hague is a society free of waste. In other words, waste is utilized in such a way that valuable resources can be reused almost indefinitely. Inhabitants buy less products and the products they do buy have an extended product life. There is a flourishing economy where local entrepreneurs manufacture new products out of the waste, collected every day in one of the many resource centres located throughout the city. In short, there is a lively circular economy of which the urban resource centres prove to be an invaluable part.

This integrated action plan aims to kickstart the urban resource centre within the city of The Hague through the presentation of a number of actions that can be employed between 2022 and 2025. As such, we will be exploring the many possibilities that such a place offers. It is more than just one central place where secondary materials are processed into new products. It is a network of several resources initiatives, both physical and digital, that allow entrepreneurs and citizens to do more with their waste as a resource. It is a place where new circular business models can be developed to allow for the scale-up of local start-ups. And it is a place where capacity-building concerning the circular economy takes place and awareness is raised on the importance of the topic and how each one of us can contribute in her or his own way.

As such, the city of The Hague contributes to the national goal of 50% resource reduction in 2030 and a fully circular economy in 2050. Not only does this save resources, it also helps to diminish the CO2 emissions that go along with the mining, production and consumption of resources.



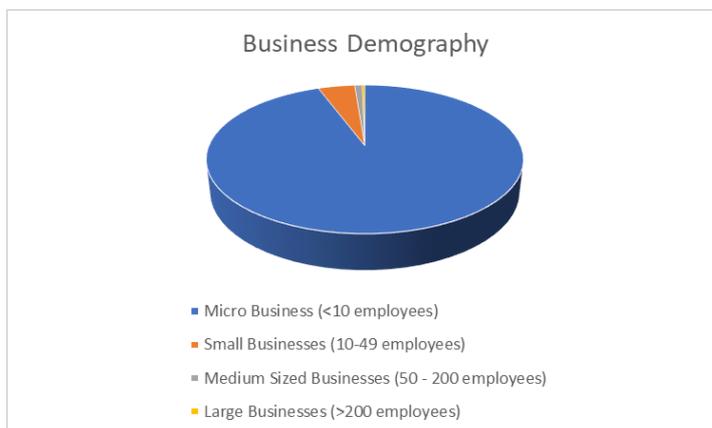
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Local context: from waste management to circular resource management in The Hague

3.1 Quick facts

Situated on the coast, The Hague is the 3rd largest city of The Netherlands. With around 550.000 inhabitants it is one of the most densely populated cities in the country, home to 150+ nationalities and serving a region of over 1 million people. Since the 15th century The Hague has been a major administrative and judicial center. Especially in the past century The Hague has developed a strong profile as international city of peace and justice, harboring numerous embassies and almost 250 international institutions like the International Criminal Court, the International Court of Justice, and Europol. The Hague is the seat of government and home of the Dutch royal family.

Our city is proud of its large green spaces and parcs, two Natura 2000 reserves and the seaside resorts of Scheveningen in the north and Kijkduin in the south. Judging from the growth in population over the last 20 years, these assets are widely appreciated. A further incentive for growth has been (and still is) the expanding research and educational facilities in the city, attracting ever more young people and students from all over the world. This also has led to expanding economic activities into new areas like the The Hague Security Delta.

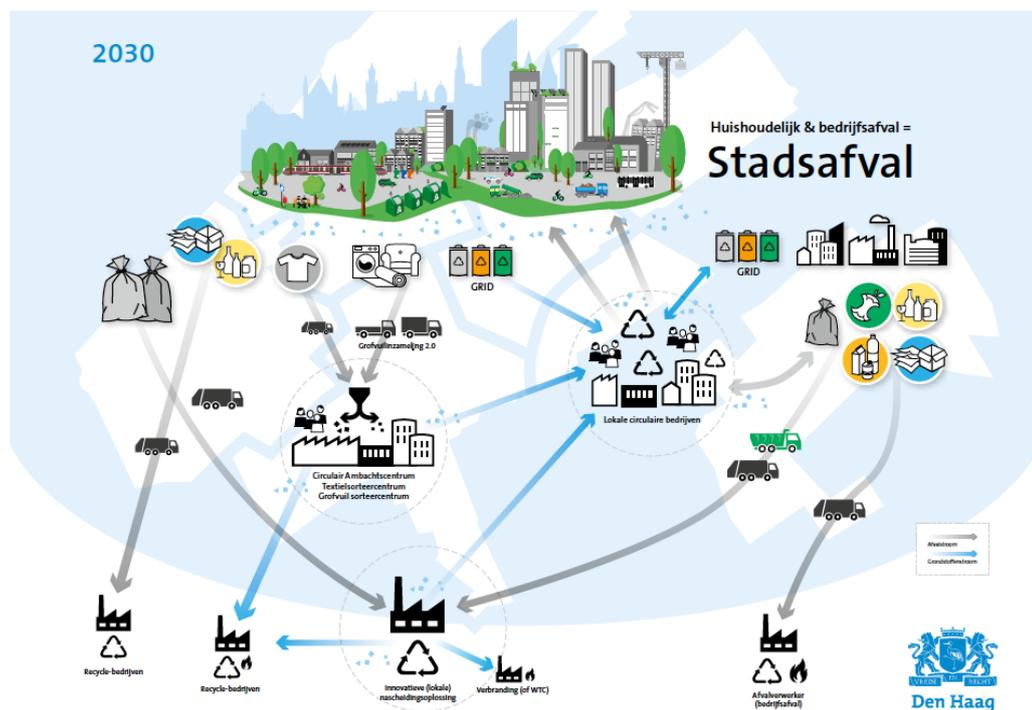




3.2 Benefits of the circular economy

The current economic system and its endless hunger for resources is finite. A sustainable and resilient economy is therefore of cardinal importance. It is an economy which is aware that resources are precious and not indefinite. This circular economy denotes a new system, one that reuses waste as a secondary material and, through this reuse, provides a model for sustainable growth. It is simultaneously a system which offers immense economic and social opportunities that are absent in our current linear system. To offer an insight into the specific opportunities that reside within the circular economy for the city of The Hague, a study was done in 2018 to stipulate what kind of economic and social benefits would emerge, should The Hague really invest in the circular economy. It was calculated that a CO2 emission reduction of 1.100 kilotons (comparable to 150 windmills) could be achieved, that at the very least 3.500 circular jobs could be created (through the recycling and upcycling for example), that € 470 million additional economic growth could be attained and, lastly, that a total of 455 tons of primary resources could be prevented (comparable to 15.000 loaded trucks) every single year. To proclaim that a circular economy would be beneficial, more so than only from an environmental perspective, is an understatement to say the least. Conclusively, the actions of this integrated action plan contribute in their own way to the establishment of a circular economy for the city of The Hague.

3.3 Challenges to be addressed



The future circular picture of The Hague

The challenges include those barriers identified in a study undertaken by the **EU Urban Agenda Partnership on Circular Economy**⁴: development of viable business models, overcoming legislative

⁴ [Report on Urban Resource Centres](#) (in English)



barriers, improving quality of material streams, effective communication and developing effective indicator and reporting systems.

A **key challenge** is the development of viable business models that foster resource efficiency, and closing local and regional loops, thus decoupling economic growth and the use of natural resources. This includes identifying means of **scaling up small scale operations to become self-sustaining resource efficient enterprises with a positive local social, economic, and environmental impact**. Being the judicial entity for waste collection, part of this challenge for the municipality is to find new ways of collecting, sorting, and processing waste streams as good quality secondary resource materials.

3.4 Strengths and weaknesses analysis of the Hague's circular economy ecosystem

S trength

- HMS (The Hague waste collector) working beyond traditional waste 'collector remit' & trialling waste reduction initiatives.
- NME (Nature/environment education) & network in education.
- Presence of committed social & circular entrepreneurs in the city.
- Compact nature/high density of the city.
- High quality infrastructure.
- Presence of frontrunners in the Circular Economy.
- Partner in the Urban Agenda Partnership for the Circular Economy.
- International Connectivity.

W eaknesses

- Rules and contracts acting as barriers to Circular Economy transition.
- NME has its focus on recycle instead of circular economy.
- Sup optimal integration and coordination across departments within the municipality.
- Lack of resources and budget for CE focus at city level.
- Lack of a shared language and understanding between different actors working towards similar goals.
- Lack of experience of working in partnership with private actors.

O pportunities

- Promoting circular loops for business waste e.g. Upcycle your waste project.
- Strengthen relationship with Leiden & Delft university research & technical educational institutions.
- Use of public-private partnerships to drive circular initiatives.
- Diverse business cases.
- Training & capacity building for companies to incorporate CE practices.
- Training & capacity building for CE business to scale & grow.
- Potential for urban resource centre to support business development e.g. acting as a showroom/shop window for CE businesses.
- Building awareness of the 'real cost' of products.
- Building Innovation & critical mass through collaboration across sector.
- A shift to CE in The Hague is estimated to contribute €0.5billion each year to the economy and 3,500 new jobs.

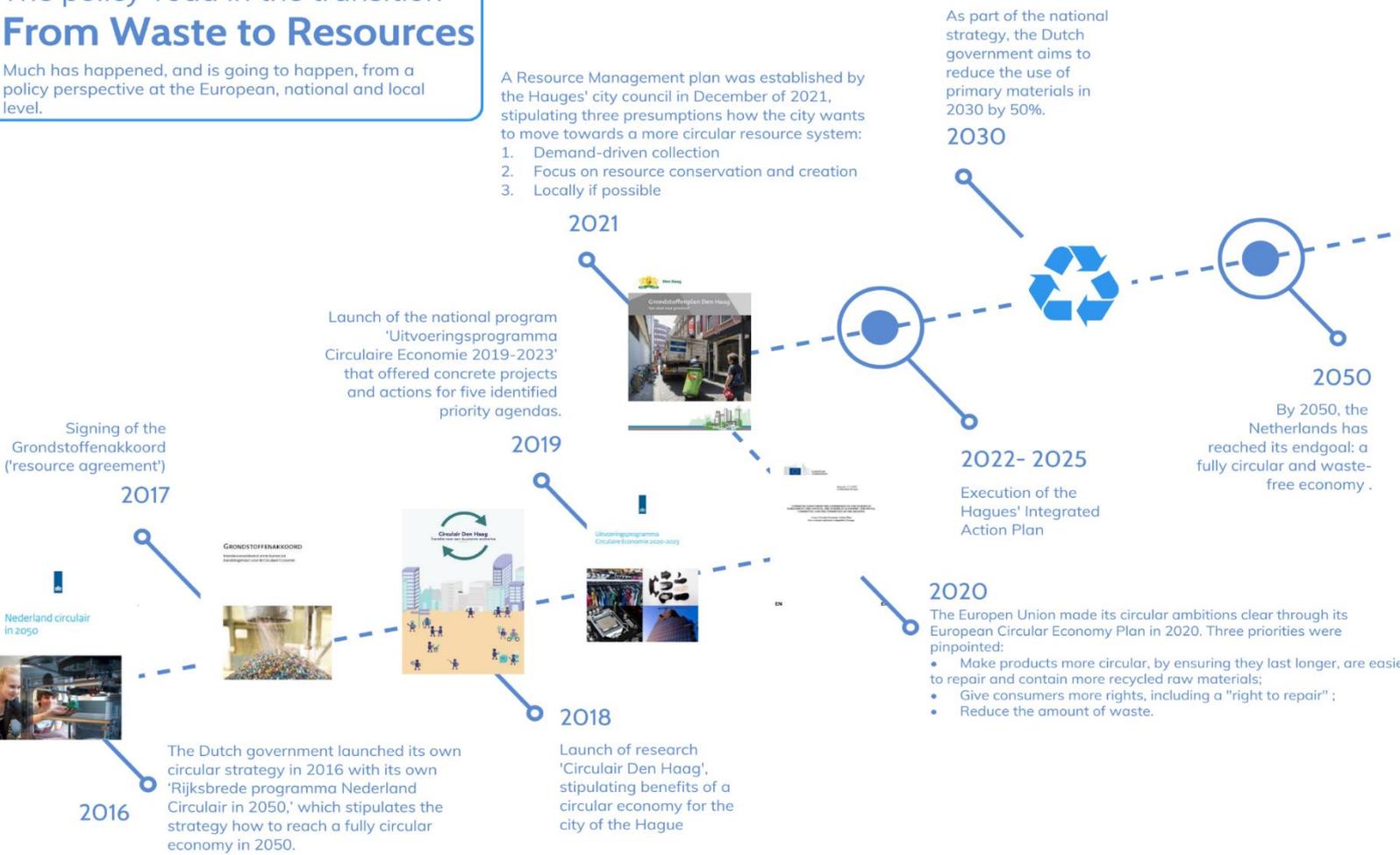
T hreats

- No healthy business case(s).
- Being able to secure the commitment of politicians.
- Securing the necessary budget.
- Continued disconnect between consumerism and its 'true' cost.
- Inability to create a strong shared vision amongst a diverse set of actors operating in circular economy related initiatives.
- Continuation of stakeholders to operate independently and in an ad hoc fashion.
- Lack of integration across municipal departments.
- Difficult to change the collection system to the needs of the circular economy



The policy-road in the transition From Waste to Resources

Much has happened, and is going to happen, from a policy perspective at the European, national and local level.





4

Vision and focus areas

The circular ecosystem in The Hague can be characterized as consisting of many smaller local initiatives. Nurturing and supporting the development of this ecosystem and fostering cooperation and integration largely defines the municipal involvement and actions. This translates into a strong network approach to the concept of urban resource centres and working with stakeholders: an urban resource centre does not necessarily have to be one physical location but will consist of and depend on a network of local initiatives and stakeholders.

Since 2016 the circular economy strategy in The Hague is built on 4 pillars:

- **Mapping of the circular ecosystem:** more than 600 public and private initiatives and companies are engaged in circular economy activities such as repair, secondhand shops, workshops and 'maker spaces', education and sharing initiatives.
- **City metabolism studies** to identify the key sectors that are most relevant for the local circular economy: households, office-buildings, small companies & the construction sector. Furthermore, it was calculated that through promoting circular economic development The Hague could add up to 3.500 jobs to its economy.
- **Building coalitions** to create momentum and scale. Several thematic clusters were formed like Made in Moerwijk (social entrepreneurs manufacturing and branding of local products), the Plastic Coalition and Cirkelstad (frontrunners in circular construction).
- **Supporting community and business opportunities** through municipal support programs for circular entrepreneurs (finding resource materials, suitable locations, impact economy program⁵, The Hague Innovators Challenge, etc.).

Based on these 4 pillars an increasingly dynamic circular ecosystem is developing supported by a political strategy (2018⁶ / 2020⁷).

As part of the circular economy strategy, The Hague has put increasing focus on a shift from linear waste management to circular resource management. In December 2021 the city council has

⁵ The Programme supports the development of companies with a focus on societal and technological innovations to address global challenges.

⁶ (in Dutch)

⁷ <https://www.denhaag.nl/en/in-the-city/nature-and-environment/hague-plan-for-a-sustainable-future-.htm> (in English)



adopted a new **local waste to resource policy framework**⁸ aimed at waste prevention and promoting resource efficiency and circular economy through valorization of municipal waste streams and promoting upcycling, repair, and re-use. Urban resource centres will be part of the ecosystem to implement this policy framework.

Traditionally, cities work with large recycling stations located in the outskirts of the urban areas, often only accessible by car. This trend is turning, partly because our citizens demand services that are nearer and easier to access. Furthermore there is a need to provide services that better fit the waste hierarchy and the wish to promote more circular solutions with less negative environmental impacts and more positive benefits for the local community. **Urban resource centres will be part of the ecosystem to co-create new solutions to closing local resource loops and to foster new businesses opportunities.**



Figure: artist's Impression of the Open Space Goal Visualisation Exercise held during the Resourceful Cities Action Planning Network Kick Off meeting, October 2019

This integrated action plan will build on the findings and recommendations of the baseline study and focus on developing a shared strategic vision for the various actors and stakeholders within the local ecosystem. It seeks to identify synergies and define actions to capitalize on these synergies through stakeholder collaboration.

Through collaboration with our Urbact Local Group (ULG), it was decided that the resource centre of the city of the Hague will consist of a central hub, a physical place where waste is brought by citizens and sorted, treated and sold by local entrepreneurs. Besides this central hub, there will be a collection of sub hub locations that act as an “extension” of the central hub. As such, goods that are being produced at the central location will be displayed at the sub hubs, educational activities are organized and other smaller awareness-raising activities will be part of these smaller locations. The result of this, is a network of several resource activities within the city.

⁸ [Grondstoffenplan Den Haag](#) (in Dutch)

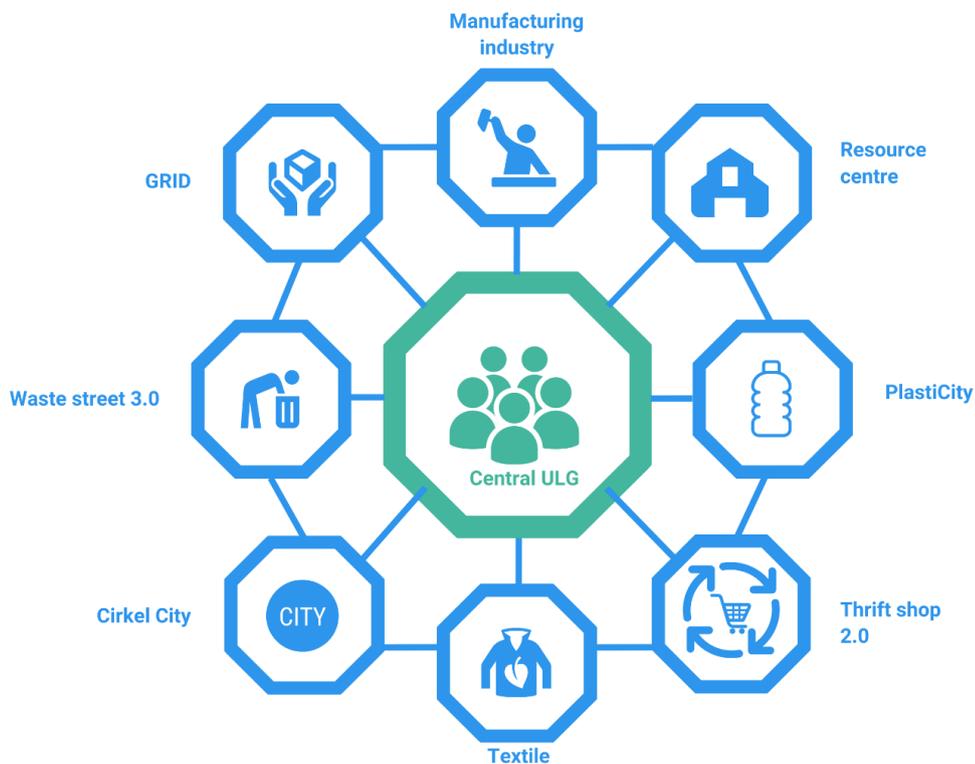


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The process of drafting this IAP

The URBACT Local Group structure is designed to respond to the needs of the ecosystem. Several groups have been formed around specific projects, actions, and topics such as repair, sharing economy, education, and social inclusion. Stakeholders from each of these ‘satellites’ in the network participate in the ULG and have contributed to this Integrated Action Plan.

Resource Ecosystem The Hague



Our approach of the urban resource ecosystem has been more or less organic: clustering initiatives when possible and connecting complementary initiatives with each other. In the center of this ‘*spinning-wheel*’ the ULG is situated, which acts as a pivoting point around which other initiatives evolve. It allows local stakeholders to have a platform for information exchange and capacity building with their peers. Finally, within the ULG, they have the opportunity to influence and participate in the development of the municipal circular economy strategy. At the same time, the ULG is the platform to develop new ideas and launch project initiatives, such as the small scale actions that were implemented by the ULG during the second half of 2021.



The ULG has held a series of six network meetings in 2021. Due to COVID-restrictions, all meetings except one were conducted online. In November of 2021 the ULG held their first physical meeting hosted by the The Hague University of Applied Sciences. During this meeting, and based on the previous exchange and learning activities (ULG meetings, Transnational Meetings, thematic sessions organized by the cities themselves, etc.), the main outline of this action plan was established. In our discussions we worked with an implementation timeline of 5-10 years (2030).

The main results from the discussion were that:

1. There is a general consensus that in an ecosystem approach a physical resource centre would be useful as a **central hub or connection point** for services within that ecosystem; a place where the circular economy can be visualised and become tangible. This was combined with the notion that this centre can reinforce other initiatives and decentral hubs and services.
2. As is the case with a lot of current initiatives, there should be a strong connection between the themes “circular” and “social”. Of course, a circular economy is about materials and resources, but it should also be about **people, skills and jobs**.
3. It is a challenge to find viable **business-cases**. Currently, the market for secondary materials is largely unable to compete with the linear market model focused on primary resources. Primary resources are, in general, easier and cheaper to acquire. This makes it difficult for circular entrepreneurs to scale-up their businesses. Therefore, one of the key goals a resource centre should contribute towards, is leveling this uneven playing field. This can be done by making the resource centre a place where secondary materials are collected, thus making it easier for entrepreneurs to obtain the required materials. Secondly, new business models will be developed to see what promising circular initiatives can be scaled-up in the future.

After the ULG session at the Hague University, a follow-up ULG session was organized the following month in December, where more concrete actions were developed. Next to this central place, new smaller locations will be created to supplement the activities of the central resource centre. Ultimately, this will create an independent resource network where each spoke of the wheel strengthens the other.





Determining our lines of intervention

The Hague has a strong network approach to the concept of urban resource centres. A resource centre does not necessarily have to be one physical space or hub but can also appear as a network of interconnected spaces and services, including supporting digital infrastructures. This ecosystem approach serves as a guiding principle for our four identified lines of intervention.

Namely, we want to contribute to the local circular transition through actions that are environmentally sustainable. As part of this, we work towards a no-waste society. The concept of urban resource centers can contribute to this goal by connecting and strengthening the local circular ecosystem. Firstly, through the resource center, businesses can be supported and new and exciting circular business cases can be developed (intervention line 1). Moreover, through the central hub and subhubs, a logistical and digital infrastructure can be constructed to support the resource transition (intervention line 2). The circular economy is for many citizens of The Hague a relatively unknown concept. It is therefore of cardinal importance that we work, together with the educational system, on capacity-building activities (intervention line 3). Lastly, there is the challenge to, through thoughtful communication, create a sense of awareness among citizens, entrepreneurs and, just as important, the municipality itself (intervention line 4). There is a lot of room for bottom-up initiatives, yet it also requires leadership from within the municipality of the Hague to really kickstart the resource transition and establish longterm change. Municipal sustainability goals and local initiatives need to be aligned with each other.



The four lines of intervention of this Integrated Action Plan

Within these lines of intervention, the ULG of The Hague will try to implement various actions between 2022 and 2025 in order to reach the vision as portrayed in section 4 of this Integrated Action Plan.

What follows in part II of this document, is a description of the Small Scale actions that have been enacted in 2021 and 2022, and thereafter the actions the ULG The Hague sees as most promising in reaching the vision and goals of the city. However, it is not only up to the ULG itself to make this vision a reality. It requires political support from the municipality, funding from a multitude of sources and capacity in terms of capital and people. This is further elaborated on in Part II of this IAP.

Part II

Action plan





6

Resourceful The Hague: Action Plan

The central premise of the ULG was that the resource centre would consist of a central, physical place in the city connected to smaller subhubs. Whereas the central place is aimed at developing new, circular business models, the subhubs are aimed more at capacity-building and awareness raising activities. The actions that arise from this IAP, all support this central premise. What is more, they all contribute in their own way to one or more of the lines of intervention as portrayed at the end of part I. With this vision in mind, our focus was initially on developing small scale actions together with the ULG-members, to assess whether such a premise is viable within the city.

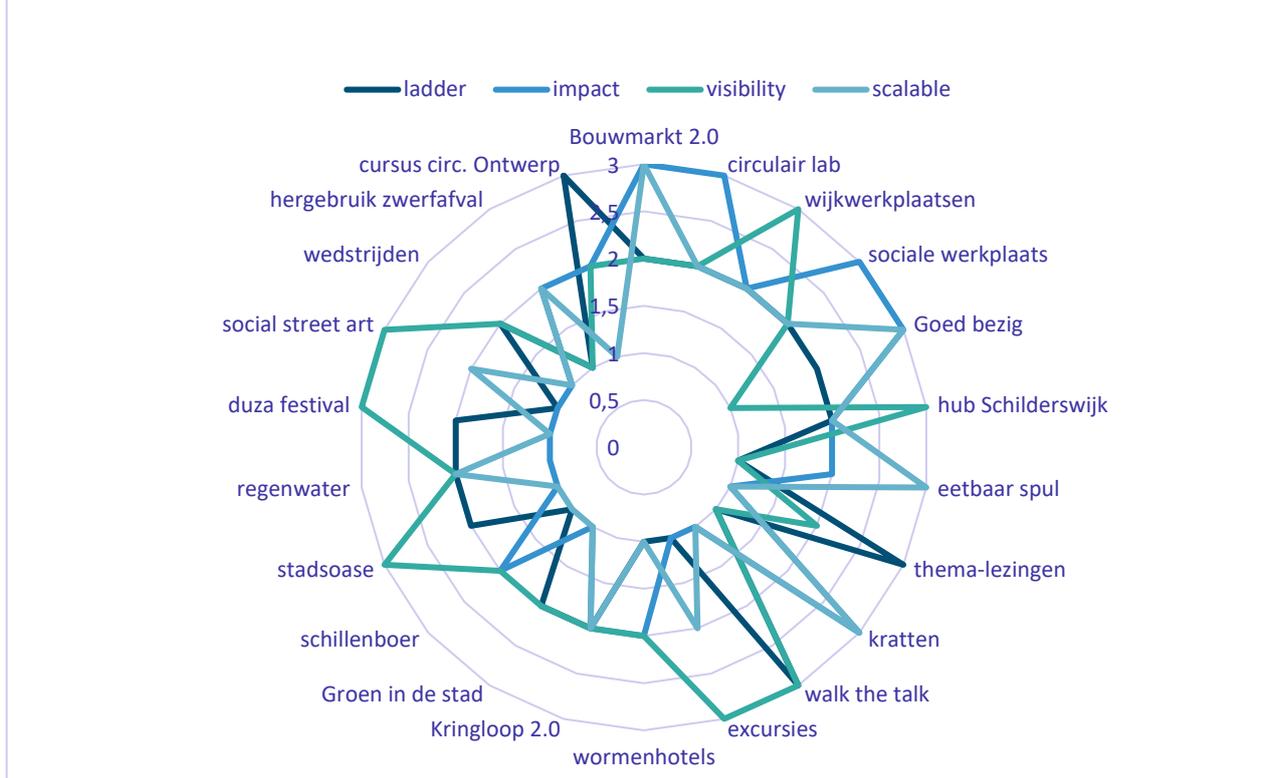
6.1 Small scale actions (SSA's): experimenting within the city

Small Scale Actions are a new feature of URBACT Action Planning Networks. It offers partners the opportunity to test ideas and concepts in practice before incorporating them into their action plan. In The Hague, a total of 4 SSA's were initiated and conducted by members of the ULG. The municipality had secured additional budget to implement these actions.

The first step in the selection of SSA's was the drafting of a 'longlist' of ideas from the ULG members. The 22 ideas on the list covered a wide range of themes and activities with little focus. Therefore, as a next step the ideas were ranked based on two scores: the first score was determined on the basis of different criteria: the place on the 'circularity ladder', visibility, scalability and impact. The second score was determined by the points awarded to each project idea by individual ULG members.



Proposed Small Scale Action's by the ULG



Overview of all the proposed Small Scale Action's by the ULG and their scores

Both scores were added, thus creating a ranking of the top five SSA's. These five ideas were assigned to different ULG-members. Eventually four out of five ideas have reached the implementation phase. The SSA's were partly financed through the URBACT budget. The municipality provided an additional budget of 40.000 euros. The four SSA's that were ultimately selected were:

1. Circular Interior Design skills;
2. Circular Lab 070;
3. Digital Secondhand Shop;
4. Demand-oriented collection of goods.

After implementation, one of the main outcomes of all these actions was that, through a bit of guidance, it is really possible to raise awareness among citizens that sustainable living is within their grasp. Both the SSA 'Circular Interior Design skills' and 'Circular Lab 070' proved it really is possible to reach citizen groups whom are normally hard to reach. Capacity-building is possible through concerted effort and hard work. With a little nudge, people can be made enthusiastic about the circular economy and see for themselves how it can impact their lives. As a result, the actions that are mentioned in this IAP will take these learned lessons to heart. The Digital Secondhand Shop, moreover, provided necessary insights with regard to the gathering of data through an app. This app will be developed further to allow for a fully integrated digital infrastructure surrounding the urban resource center. Finally, the SSA 'Demand-oriented collection of goods' proved highly valuable in exploring how to best manage and operate a demand driven collection system. We can clearly see here how an urban resource centre can support circular material flows within the city.



6.2 From interventions to actions

In summary, the following is needed for the coming period in The Hague: continue with what is going well and scale up where possible, both in terms of quantity and quality. In addition, it is important to ensure that there is sufficient funding, as this has been a major concern in the past.

So we get to the phase where we move from "a thousand flowers blooming" to "upscaling:". We are therefore going to focus on five large actions, including a funding strategy:

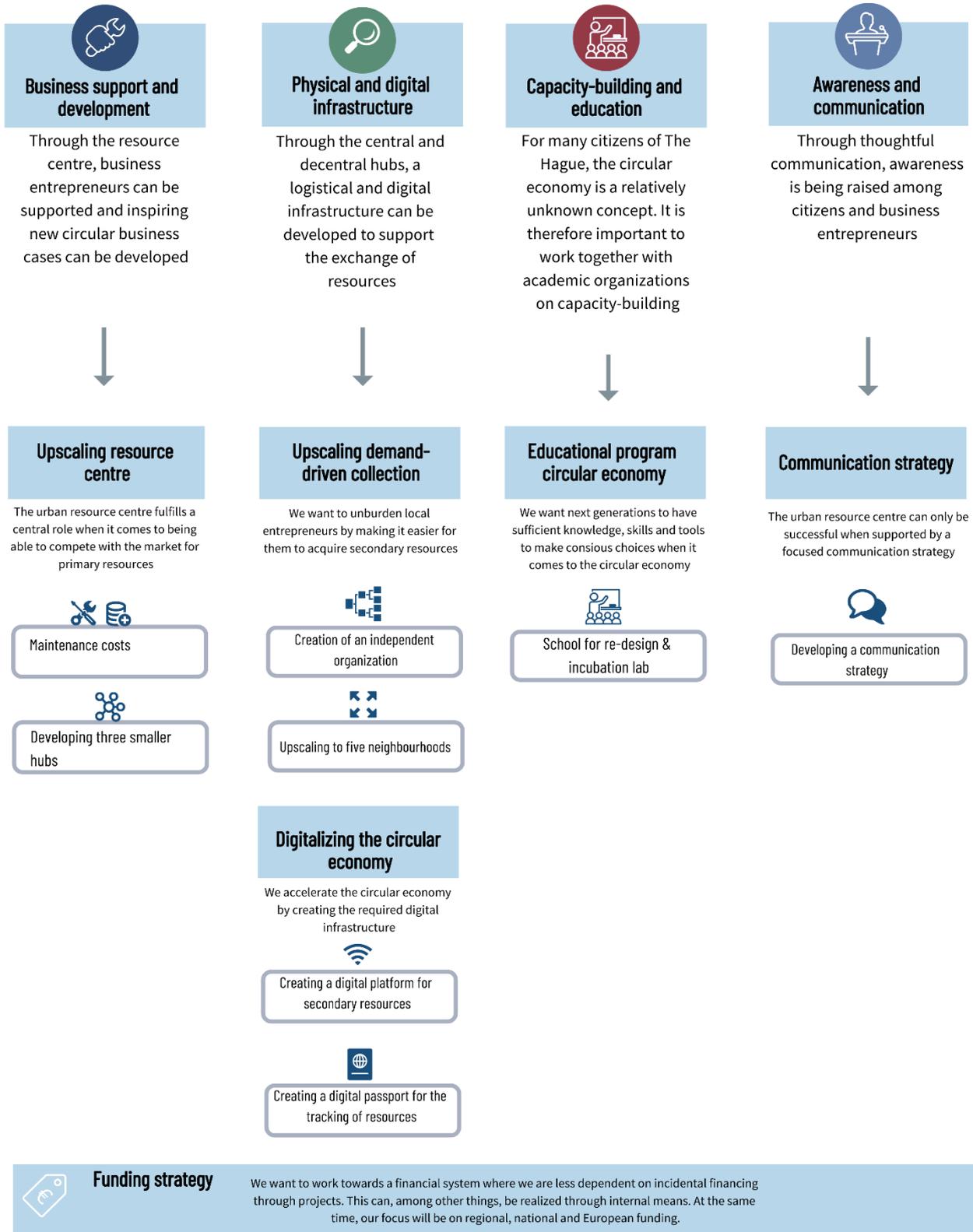
1. Upscaling Urban Resource Centers: larger, more in number and interconnected
2. Upscaling Demand Driven Collection
3. Educational program towards the circular economy
4. Digitalizing the circular economy
5. Developing a funding strategy

The complete picture of this IAP is provided on the next page. It shows the four lines of intervention, the five large actions and the corresponding smaller actions that will be the focus of this IAP for the period between 2022 and 2025. Each large action consists of two smaller actions which are described in more detail from page 18 till page 25.



Integral actions

Intervention lines



 Determining financial scope

 Drafting a funding map

 Drafting funding resources

 Drafting proposal for a funding strategy



Action 1 Upscaling Urban Resource Centers

1. Develop more initiatives for Urban Resource Centers
2. Further expand existing initiatives
3. And let the initiatives reinforce each other

Action 1.1: Upkeep and maintenance costs

General objective

Reasoning: it proves difficult to compete with commercial enterprises when it comes to the rent of an urban resource centre. This action aims to balance this issue through the provision of budget for rent, upkeep and maintenance costs.

Action 1.2: creation of three hubs throughout different parts of the city

Reasoning: as part of our intervention lines, we want to create three hubs throughout the city, each focusing on different resources. These hubs will be located in business premises.

Vision

In The Hague, we want to close the local raw material chains by adding manufacturing industry and repair capacity to the city. To this end, we are looking for synergy between the manufacturing industry with thrift stores. All different parts of the resource centre should reinforce each other.

Organization in charge

- Municipality of The Hague
 - Kringloop Den Haag
-

Key partners

- The local community
 - Local NGOs and entrepreneurs
 - Citizens
-

Monitoring indicators

- Number of Urban Resource Centres (minimum: 3)
 - Number of employees working on a social basis (minimum: 10 per centre)
 - Amount of resources/ streams handled each year (kgs handled)
-



Estimated costs Each Urban Resource Center requires an initial investment for, among other things, the preparation (quartermaster, permits, location research), infrastructure (renovations, household effects) and equipment (logistics, scanners, etc.). Budget: : € 150,000 (1.1) & € 450,000 (1.2)

Resources

- Human capital: specialists from responsible organizations who can provide specific expertise; other local actors involved (e.g. legal department)
- Previous experiences and lessons learned in developing and implementing similar actions (this experience is also gained on a national level)
- Financial resources: the local budget of the City of The Hague, the budgets made available by the responsible organizations; sponsorships; volunteering and in-kind contributions; crowd-sourcing, European funds available in the programming period 2021-2027 (e.g. Interreg)

Action 2 Upscaling demand driven collection

1 Bringing together supply and demand, of goods/raw materials, between households and enterprises

General objective 2 Rewarding residents for good behavior. For handing in items/raw materials they will earn points for which they can collect a reward.

3 Making it easier for entrepreneurs to obtain secondary raw materials.

Action 2.1: Creating a separate entity outside of the municipality

Reasoning: In time, this approach will not be organized from within the municipality. Therefore, a lean and mean (flexible) organization will be dedicated to implement the demand driven collection

Action 2.2: Upscaling the project to at least five local areas in The Hague

Reasoning: during the pilot, one area is targeted to implement and test our new demand-driven collection. For upscaling purposes, a total of at least five areas will be needed.



Vision	Discussions with circular entrepreneurs have shown that they still have to do a lot of effort to get their raw materials. With this project we are going to unburden them. The approach is also to motivate residents to hand in items separately more often, by linking a reward to this. Finally, this project leads to a reduction of residual waste, which is beneficial for the municipality (less disposal costs).
Organization in charge	<ul style="list-style-type: none">▪ Municipality of The Hague
Key partners	<ul style="list-style-type: none">▪ Haagse MilieuServices (local logistical company)▪ Made in Moerwijk (local foundation) for sorting of goods▪ Experts in communication
Monitoring indicators	<ul style="list-style-type: none">▪ Number of citizens that participate (at least 1,000)▪ Number of companies that participate (at least 10)▪ Amount of goods collected (at least 5,000)
Estimated costs	After the initial test, we have started a pilot in several districts in The Hague (2022). The costs for this pilot are already covered. This is necessary for communication, logistics, a sorting center, et cetera. After the pilot, we hope to scale up this project in 2023. The costs for upscaling are €250,000 for the implementation organization (2.1) and 500,000 for upscaling to other areas (2.2).
Resources	<ul style="list-style-type: none">▪ Human capital: specialists from responsible organizations who can provide specific expertise; other local actors involved and key partners.▪ Previous experiences and lessons learned in developing and implementing similar actions (test phase);▪ Financial resources: the local budget of the City of The Hague and European funds available in the programming period 2021-2027.



Action 3 Educational Program towards a circular economy

1. Increase the circular knowledge of young people in the city
2. Ensuring the development of good compliances among young people

Action 3.1: School for re-design & incubation lab (together with Hague University and other educational institutions)

General objective

Reasoning: involvement of students within the urban resource centre

Action 3.2: developing a communication and branding strategy together with a Dutch university, for example Amsterdam University for Applied Sciences

Reasoning: to strengthen the visibility and accessibility of the urban resource centre

Vision

In The Hague, we want to ensure that the next generation of young people has the right knowledge, tools, and competences to be able to understand different aspects of the circular economy. This helps them to understand the implications of the topic and, consequently, allows them to make their own decisions.

Organization in charge

Municipality of The Hague

Key partners

Schools
NGO's
Entrepreneurs

Monitoring indicators

Number of schools / classes that participate in educational activities in regard to the theme of circular economy

Estimated costs

€250,000 (3.1) and € 50,000 (3.2)

Resources

Human capital: specialists from responsible organizations who can provide specific expertise; other local actors involved (e.g. legal department)



Previous experiences and lessons learned in developing and implementing similar actions (this experience is also gained on a national level)

Financial resources: the local budget of the City of The Hague, the budgets made available by the responsible organizations; sponsorships; volunteering and in-kind contributions; crowd-sourcing, European funds available in the programming period 2021-2027 (e.g. Interreg)

Action 4 **Digitalizing the circular economy**

In order to speed up the transition and to make it easier to gain access to resources, it is necessary to digitalize certain aspects of our local economy.

Action 4.1 Create a digital platform for local resources (e.g. building materials, plastics, wood).
This will be a platform where people can bring and collect materials and resources, on a city level.

General
objective

Action 4.2 Create digital passports for tracking purposes of selected materials and resources.
For certain important and critical materials (building materials, metals like lithium) it is important to monitor the quantity & quality.

Vision

In The Hague all vital resources are closely monitored and redistributed within the city. There is a (digital) platform where secondary materials can be found easily.

Organization in
charge

Municipality of The Hague

Key partners

NGO's
Entrepreneurs

Monitoring
indicators

Number of materials with a digital passport and amount of secondary resources available on the platform.



Estimated costs €100,000 (4.1) and € 50,000 (4.2)

Human capital: specialists from responsible organizations who can provide specific expertise; other local actors involved (e.g. legal department)

Previous experiences and lessons learned in developing and implementing similar actions (this experience is also gained on a national level)

Resources Financial resources: the local budget of the City of The Hague, the budgets made available by the responsible organizations; sponsorships; volunteering and in-kind contributions; crowd-sourcing, European funds available in the programming period 2021-2027 (e.g. Interreg).

Action 5 Developing a Funding Strategy

General objective Draft a coherent funding strategy that provides access to public and private funding for short term projects as well as long term programs. For this action we will use the URBACT resourcing toolbox as a starting point.

Action 5.1 – Financial scope: estimate the financial volume and potential funding sources of the transition in the short, medium and long term.

Action 5.2 – Drafting a funding map: of funders and of funding mechanisms; see EIB circular city funding guide.

Action 5.3 – Draft, assess and evaluate a mix of suitable funding sources and mechanisms that can be used to fund projects and programs in the short, medium and long term.

Action 5.4 – Draft a proposal for a funding strategy to be decided by all the relevant stakeholders.

Vision Like any other economic model, the circular economy is supposed to be(come) a self-sustaining system. During the transition phase from a linear to a circular economy additional funds will be needed to support the transition and co-finance innovative circular solutions and business models.

As the transition towards a circular economy is expected to take at least several decades, we want to develop a funding strategy that is less dependent on ad-hoc project financing. Implementation of a



more programmatic approach to funding and combining different types of (innovative) funding is expected to contribute to a vital local and regional and sustainable circular ecosystem.

Finally, our ambition is higher than our available budget, so we need a coherent funding strategy which combines public as well as private funding and smart and innovative funding mechanisms.

One key element to be examined for this funding strategy is the establishment of a revolving circular economy fund. The Hague can draw upon past experiences like our participation in the URBACT CSI network on urban development funds. Also, other good city examples, like Glasgow and Brussels, will be studied for inspiration.

Organization in charge

- Municipality of The Hague

Key partners

- Kansen voor West (regional ERDF management authority)
- Innovation Quarter (?)
- EIB / C3 / Advisory Hub
- TA-facilities like CCRI
- Others to be identified at a later stage

Monitoring indicators

Ratio of available budget and budget needed for implementation

Estimated costs

€25,000 (hiring of expert support)

Resources

- Human capital: funding experts, internal and external, to support the drafting and implementation of the funding strategy.
 - Previous experiences and lessons learned in developing and implementing similar actions (HEIT and other funds, URBACT CSI Europe, etc.)
 - Financial resources: the local budget of the City of The Hague
-



6.3 Overview of Actions and budget

Action	Sub actions	Budget
1 Upscaling Urban Resource Centres	1.1 Upkeep and maintenance costs	€ 150.000
	1.2 Create three smaller hubs	€ 450.000
2 Upscaling demand-driven Collection	2.1 Create an independent organization	€ 250.000
	2.2 Upscale to five locations	€ 500.000
3 Educational program towards a circular economy	3.1 School for re-design	€ 250.000
	3.2 Communication and branding strategy	€ 50.000
4 Digitalizing the circular economy	4.1 Digital platform	€ 100.000
	4.2 Digital passports	€ 50.000
5 Funding strategy	5.1 Determine financial scope	
	5.2 Draft a funding map	
	5.3 Draft funding resources	
	5.4 Draft proposal for a funding Strategy	
	Total	€ 25.000
Total		€ 1.825.000

6.4 Remaining project ideas and initiatives

These five large actions provide the focus of this IAP for the coming years. At this stage, it is not yet clear which of these actions will be eventually implemented. This is dependent on numerous factors such as political support, available funds, and availability of capital and capacity. Nonetheless, through this IAP, the ULG will put in the effort and try to develop those actions that prove most promising for scaling-up and strengthening the existing ecosystem of the city of The Hague.



Lastly, the ULG developed numerous ideas that, for various reasons, have currently not been selected as actions of this IAP. However, they do fit within the four lines of interventions and might be developed further in the upcoming years. The following table shows these ideas:

Possible activities	Central hub / sub hub	Goal
Display produced goods of the central hub at different places within the city	Sub hub	To let the sub hub act as an extension of the central location
Podcast – Circular The Hague / Haagse Rondmakers	Both	To organize at least six podcast episodes with circular entrepreneurs from The Hague to create awareness
Capacity-building workshops: CE basic, CE design, CE entrepreneurship	Both	Both knowledge of, and skills for, the circular economy should be invested in. Through the organization of a monthly capacity-building workshop, together with schools, this could be enhanced
Circular Scale-up Award - prize + coaching for CE start-ups	Both	To inspire starting circular entrepreneurs and provide funding for the most promising ideas
Professor(s) of Practice Circular The Hague	Both	By assigning a professor of practice Circular economy, the city of The Hague could strengthen the academic involvement
Designing a circular meeting room for rent	Central hub	Creation of monetization activities
Equipment of companies and educational institutions are made available for outside parties like civilians, schools and craftsmen	Both	There are numerous facilities (schools, companies) where working equipment remains unused. Through an inventory of different schools and companies in a neighbourhood, it can be assessed whether this equipment could be made available to outsiders
The Hague School for Re-Design (including competition / hackaton)	Both	Awareness creation through different (competitive) activities



Repair hub	Central hub	A place to repair items
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Consuless-shop	Both (mainly central)	A shop focused on less consumption
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Eco-therapy (tour, walk, workshop, and lecture)	Sub hub	Raising awareness through a “circular therapy of the soul”
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Eco-mindset App (Eco tips and motivation games to stimulate and create awareness)	Both	How can we gamify our circular economy?
<hr/>		
Resource drop-off point at the resource centre	Central hub	A place where customers can drop their valuable secondary items



Final: what's next...

The city of The Hague is ambitious: it wants to contribute to the Dutch circular transition, meaning 50% less use of resources in 2030 and a fully circular economy by 2050. The road towards these goals is long and arduous, yet with this integrated action plan in hand, the next crucial steps can be taken by the city.

New territory has to be explored and this urges us to try out new things on a small scale within the city. However, if we want to enact real change, the most promising activities need to be scaled up. Because this is uncharted territory, this will prove to be a process of trial and error.

By finalizing this integrated action plan, the URBACT Resourceful Cities network is at an end. Just like its partner cities, the URBACT local group has put down a proposal on paper to realize an urban resource centre within The Hague. We have done this together with local partners, each having contributed in their own way to the development of this plan. We do invite other parties within the city, however, to contribute to the development of the next generation urban resource centre as well.

To implement any of the actions of this plan, funding will be needed. And political support is of course indispensable. The city council of The Hague has established the resource management plan of the city in December 2021. This integrated action plan aims to contribute to the resource plan of the city. It is therefore, we hope, we will be able to present this integrated action plan to the new board of Mayor and Aldermen as soon as possible.

When the URBACT local group succeeds in securing both political and financial support, nothing stands in the way to start implementing the most promising actions as presented in this plan. With it, the next steps will be taken towards the development of an innovative urban resource ecosystem, bringing the city of The Hague closer to a circular economy where waste no longer exists.

Attachment





Appendix: detailed overview of the Hague's actions

Four small scale actions were implemented by the Urbact Local Group in the past few years. Below an overview of the general findings of each of these actions.

1 Circular Interior Design Skills



Background

The city, together with its stakeholders, identified a need to raise awareness and develop the skills needed for the repairing and refurbishment of products. They decided to test the effectiveness of a series of circular interior design workshops to meet this need.

Using the home as a focus area, citizens could be supported to develop their creativity, repair and refurbishment skills while gaining an increased awareness of the value of the circular economy. The theory was that circular interior design skills could provide a wide range of people the opportunity to actively participate in the circular economy.

Objectives

The action aimed to:

- Test whether the workshops could be effective in supporting ordinary people to design their own interior circularly
- Test the interest level of citizens to participate in circular design workshops
- Explore the level of demand for this type of service and the level of impact it could have on reducing waste

Location

Institutions Involved

The Laak-district in The Hague
Private: Kringloop Den Haag
Public: Foundation Duurzaam Den Haag

Timescale

Five months (starting from December 2021)

Resources required

Guided tour in a thrift store, guidance and design knowledge. The municipality paid for this (6.000 euro), partly in working-hours and for materials for the workshop and communication-materials.



Results achieved

Fifteen residents of The Hague have succeeded in redesigning their own living room using circular materials and methods. These were people from the Laak-district, a district with a lot of social challenges. They reported that they really enjoyed the experience, will likely use their new knowledge and skills in other areas of the home and they enthusiastically show and tell their story to other local residents.

Key learning

With a little guidance it is possible for people to look at their interior in a more sustainable way. Yet, it turned out to be quite difficult to find and motivate people to participate.

Impact on the IAP

This project showed that a lot can be done on an individual level. However, the focus of the IAP will be more on facilitating Urban Resource Centres and strengthening the ecosystem of entrepreneurs. Based on this experience, we feel that this is a service which could not be delivered in the long run by one of the resource centres which we plan to develop as part of the IAP.

A word from the SSA team

‘It was fantastic to have the opportunity to test out these types of workshops in a real world environment. Putting our theory into practice helped us to maintain motivation and gain confidence that our plans for the urban resource centres were on the right track and could deliver valuable services to citizens while supporting our transition to a circular economy’ – Ger Kwakkel, Circular Economy Programme Manager, City of The Hague

2 Circular Lab 070



Background

Recognizing the need to bring the circular economy to life and to provide practical examples of circularity in action the city of The Hague together with the members of its URBACT local group came up with the idea of the Circular Lab 070.

The Circular Lab 070 offers citizens in The Hague the opportunity to enrich their knowledge and skills in the field of sustainability and circular economy. It provides the opportunity for participants



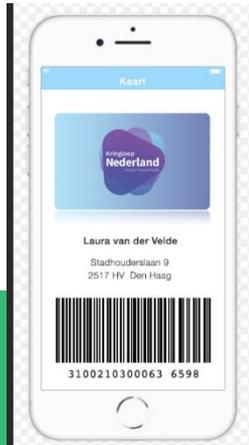
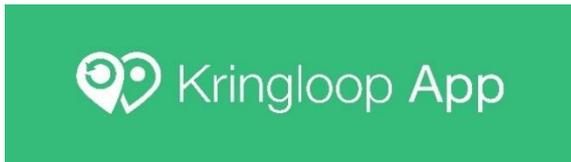
to exchange ideas and discuss with others, building their network and inspiring the development of new circular solutions.

Through various low-threshold creative workshops, interventions and information meetings, in which knowledge enrichment, capacity building and behavioral change for both the elderly and young people are central, Circular Lab 070 makes the circular economy tangible and accessible.

Objectives	The goal of the Circular Lab was to explore how people can be effectively supported to unlearn certain existing habits in exchange for new practices and ways of doing things. This in order to promote more sustainable and circular behavior.
Location	The Laak-district in the city of The Hague
Institutions Involved	Public: Buurthuis, Duurzaam Den Haag, Kringloop Den Haag
Timescale	Four months (starting November 2021)
Resources required	About 150 hours to plan and coordinate, including communication. The Municipality provided the financial means (7.000 materials & costs, for e.g. communication and materials), and 8.000 for hours.
Results achieved	The Circular Lab 070 helped to increase a healthy, circular and sustainable life among dozens of local residents in a poorer neighborhood of The Hague by teaching them new habits. They participated in 5 workshops. By using the right materials and products in the right way, people can save money and contribute to the local economy and reduce environmental pollution.
Key learning	<p>The Circular Lab 070 proved an effective way to bring the circular economy to life for hard to reach groups in disadvantaged areas. The lab built participant knowledge and capacity in relation to all the steps of the R-ladder. By looking at consumption behavior in a different way (refuse, rethink, reduce) and dealing differently with consumer resources (reuse, repair, refurbish, remanufacture, repurpose and recycling), the circular economy becomes very concrete and feasible.</p> <p>The most logical place to start the circular economy is in your own home. Think of, for example, clothing, food, furniture and hygiene. The Circular Lab 070 method of focusing on applications of the R-ladder in the context of consumption behavior and resources in the household proved very effective in engaging citizens in a practical way.</p>
Impact on the IAP	Behavior change is essential for establishing a circular economy. It plays a major role in almost all projects, from the purchase of products to waste separation. This action proved that initiatives like this can have an impact on behavior change. Similar, related actions will be included within the IAP.
A word from the SSA team	‘A better circular world starts in your own home!’
Further information	Clarissa Peny, https://www.linkedin.com/in/clarissa-peny-94787b61/?originalSubdomain=nl



3 Digital Secondhand Shop



Background

The city identified the need to highlight and promote the valuable services and contribution provided by secondhand stores in the circular economy transition.

Two digital applications (Spaarpas & KRPS; see below) were created especially for the Recycling Industry with both applications linked to each other. The first application will ensure that data relating to goods and material flows are collected, monitored and made publicly available. The second application enables a reward system for citizens who bring goods to the participating secondhand stores.

The Kringloop Spaarpas (app) is the only reward scheme for second hand stores in the Netherlands. Kringloop Den Haag is the first recycling organization that will use the national savings system of Kringloop Nederland. This savings system can be used by other thrift shops across the nation. The rewards scheme allows everyone who returns or buys items to receive credit which can be spent at one of the affiliated branches. Users can also choose to have the savings donated to one of the 20 affiliated charities. For example, for clothing brought to the store one generally gets (depending on the quantity and quality) between 0 and 25 points, with each point worth 10 cents.

The second app – the Recycling, Planning & Registration System – KRPS was designed through intensive cooperation with other recycling organizations. The application allows money, goods and information flows of circular organizations to be supported digitally efficiently and easily. Every action, every flow is logged and archived. Results and overviews can easily be made visible in various reports.

The combination of the reward scheme together with the KRPS app provides valuable information to the municipality in relation to the types of resources that are being collected, their weight and location. They allow the municipality to better understand and monitor resource flows and availability and to develop systems to support their valorization.

Objectives

The objectives of this action were to:



- Test the feasibility of using these apps to gain insight into the type of items that are sold and taken and other characteristics of material flows in second hand stores.
- Test the potential of the apps to promote a further reduction in Co2 and to increase the efficiency of the circular system.

Location	Various secondhand stores under the Kringloop umbrella in The Hague.
Institutions Involved	Thrift stores in The Hague (seven), and potentially hundreds of thrift stores in the Netherlands.
Timescale	Three months (Augustus - October 2021)
Resources required	The software is already in place, time has been invested in linking the systems together and also to gain experience in generating a good output. A total of 10.000 euro was spent, provided by the municipality.
Results achieved	<p>The systems provided a diverse range of valuable data, including:</p> <ul style="list-style-type: none">• No. of employees in the secondhand stores involved in the trial: 13,500 (25% regular, 38% target groups, 23% volunteers, 14% internship & work placement).• Average thrift store size: 1241 m².• Retail turnover at 100% secondhand store affiliated recycling companies in 2019: €103 million.• Increase in store turnover compared to the previous year: 4%.• Number of paying customers at second hand stores: 13 million.• Growth in the number of paying customers compared to previous year: 4%.• Total resources collected by secondhand stores: 140 million kg• 105,000 tons of CO₂ savings per year (equal to the CO₂ absorption capacity of almost 65,000 football fields of forest).
Key learning	Data collected proved highly insightful and will support planning and decision making. Due to the scale of the operations it was not possible to check more detailed information such as which type of items were sold per store. However in further iterations it will be possible to collect this data by categorizing various individual items e.g. cutlery/plates/mugs etc. could be monitored under the category of small household items.
Impact on the IAP	<p>Based on the insights gathered and the potential of the apps to support better planning and management of these resource streams it is intended to include a related action in the IAP.</p> <p>In the Circular Craft Centre in The Hague (in formation) a number of innovative concepts will come together. In addition, at the Circular Craft Centre we will work with these sub-streams, i.e. upcycling. Old and unusable items are transformed into new products that are of value; waste does not exist.</p>
A word from the SSA team	Make better use of existing forces at secondhand stores and put them on the map better.
Further information	Martijn Tjepkema, director of Kringloop Den Haag



4 Demand-oriented Collection of Used Goods



Background

Conversations with circular entrepreneurs in the city showed that it can be challenging and takes a lot of effort for them to source suitable secondhand items e.g. bicycle tires, leather, etc. Such items are amply present in households, yet entrepreneurs do not have easy access to them. The municipality however provide a vital connection. Thus, the idea for this small scale test action was born.

Residents were asked to collect certain items and put them in a container, provided by the municipality, which is then collected door to door. Items were sorted and delivered to the entrepreneurs. The challenge for the collector (the waste management company HMS) was in the organization of the logistics.

Objectives

The goal was to test the logistics. Two methods were tested. The first was to have the containers placed and collected on the street outside homes. The second was to have the container dropped and collected at each individual home. The latter turned out to be the best, with the caveat that this was also not the most efficient for apartment blocks.

Location

Neighborhoods in various districts of The Hague, including Be Zuidenhout, Laakkwartier and Spoorwijk.

Institutions Involved

Public: The municipality of the Hague coordinated & facilitated the action.
Public: HMS Waste Management Company provided logistics.
Private: Bureau BinBang provided communication services
Social Enterprise: Made in Moerwijk did the sorting.

Timescale

From September to December 2021



Resources required	The municipality had made a budget available for this, as well as hours for management. From the budget of URBACT the bins were paid for. The total budget of this project ranged about 200.000 euros, of which a small part was contributed by the URBACT-project.
Results achieved	The test has been successfully completed. Knowledge has been gained about what motivates residents to participate and what producers need in terms of quality of raw materials / stuff. A total of 7p households participated. Over a thousand goods were collected, sorted and sent to upcyclers.
Key learning	While the action proved successful in terms of getting used goods into the hands of those who can create value from them the business case is not feasible without a financial contribution from the municipality.
Impact on the IAP	Based on the action results this has been identified as an important project for the municipality. The IAP will include an action to support and explore how best to scale up this demand driven collection system.
A word from the SSA team	‘This action proved highly valuable in enabling us to explore how best to manage and operate a demand driven collection system. We can clearly see here how the municipality can better support circular material flows in the city and we look forward to scaling this up in the future.’ Ger Kwakkel, Circular Economy Programme Manager, Gemeente Den Haag.
Further information	Ger Kwakkel, Circular Economy Programme Manager, Gemeente Den Haag. Email: ger.kwakkel@denhaag.nl