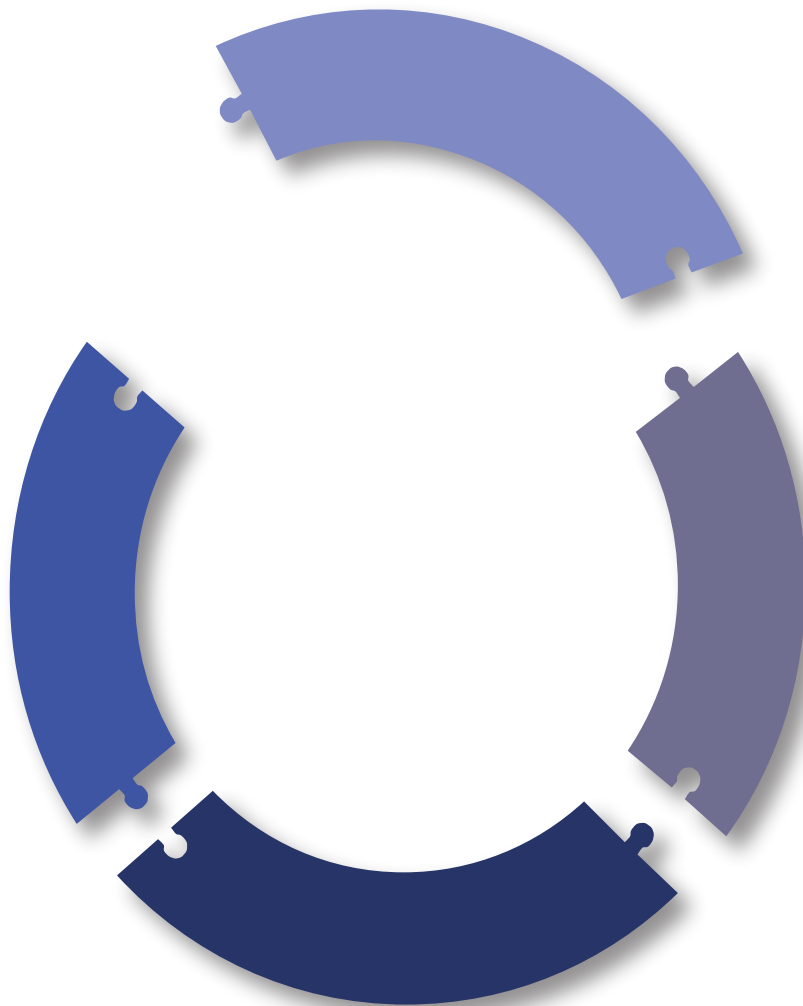

AN ARENA FOR CLIMATE CHALLENGES

-A Case Study of The Climate Partnership of
Waste, Water and Circular Economy



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Abstract:

This project deals with the climate partnership of Waste, Water and Circular Economy and how it is establishing an arena that contributes to climate challenges. The analyses will focus on the processes and dynamics in the climate partnership's first period and the municipal experiences of partnerships, in order to learn from and reflect on the climate partnership's practice. It is discussed, which aspects, the climate partnership should incorporate in its practices to support the contribution to the climate challenges. Concluding, the climate partnership fails to establish an arena, which contributes to the climate challenges, since the focus has been on results rather than the process. The project points at certain processual aspects, that will support the forthcoming processes so that the climate partnership will become an arena, that encompasses innovation, co-creation and contribute to the climate challenges.

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By signing this document, each member of the group confirms participation on equal terms in the process of writing the project. Thus, each member of the group is responsible for all the contents in the project.

Disclaimer

Disclaimer from Head of Studies and Head of Study Boards

COVID19 and the consequences of the lock-down of society and the university since March 13, 2020 have had influence on which activities that have been possible to stage and carry out as part of the project work. More specifically, this means that activities have been limited to online activities, and that activities such as Lab activities; surveying activities; on-site ethnographic studies and on-site involvement activities have not been possible. When assessing this project, please bear this in mind.

Disclaimer from the students

COVID19 and the lock-down of society have not had a significant impact on this project. Still, we had to change our research design due to the lock-down, since our focus in the beginning was on doing action research and workshops/focus group meetings - this was now not possible, but we had already prepared a plan B, which relied on interviews. Furthermore, the subject of this project is the climate partnerships between The Danish Government and the private sector. After the lock-down, some arrangements related to the climate partnerships were cancelled and generally we experienced, that some relevant stakeholders, did not have the time to participate in interviews, since they were busy dealing with the situation, such as ministries and some industry association. In continuation of that, we experienced that a lot of stakeholders have not had the time to familiarise with the climate partnership's recommendations or reflect over the initiative in general, which would have support our understanding of the role the the climate partnership has and can have.

Acknowledgements

This master thesis has been conducted from the 1st of February to the 4th of June 2020 as part of the master program *Cities and Sustainability* at Aalborg University.

First and foremost we would like to thank the interviewees, who participated and gave us an insight into the processes, which would not have been possible without their contribution.

Secondly, thanks to our roommates in our shared flat, where we have taken over the living room transforming it into a study hall, filled it with empty coffee mugs, paper and other mess. Thanks for the daily check ups, even though you did not want hear about the project itself.

Lastly, we want to thank our supervisor Søren Kerndrup, who always took the time to answer our endless questions, contribute with other perspectives and for sharing an interest in our project - it means a lot.

We also want to state, that launching an initiative, such as the climate partnerships is undoubtedly a big step in the right direction towards a more sustainable development in Denmark. The potentials behind this initiative is the motivation for this master thesis. We need to do our best and use the opportunities we are given.

Danish summary

Klimaforandringer er i højere grad blevet en integreret del af planlægningen på det strategiske niveau i Danmark. Igennem regeringens initiativ er 13 klimapartnerskaber nedsat til formål at lade den private sektor give et bud på deres bidrag til at sænke co2 udledningen. Gennem den udvalgte case Affald, Vand og Cirkulær Økonomi er partnerskabstilgangen undersøgt inden for miljøarbejdet mod at finde bedre bæredygtige løsninger, som kan være med til at sænke co2 udledningen. Dog findes en række udfordringer for den udvalgte case, da netop offentlig og private aktører er en del af sektorene. Det skaber dermed et behov for at de bæredygtige løsninger skal findes i fællesskab, da det styrker den endelige implementering. Dermed har projektet til formål at undersøge hvordan partnerskabet for Affald, Vand og Cirkulær Økonomi formår at skabe en arena for samarbejdsprocessen, som er nødvendig for en bæredygtig udvikling.

Gennem vores teoretiske ramme er der undersøgt hvordan partnerskabet tilgår samarbejdsprocessen blandt de involverede aktører. Analysen bygger på forståelsen af samarbejdet gennem de involverede aktører, og er dermed baseret på interviews. Analysen af de interne processer i et partnerskab bygger på forståelse af at det endelige resultat kan påvirke det omkringliggende samfund, det er derfor afgørende at undersøge processen, for at sikre en reel indflydelse på den bæredygtige udvikling.

Eftersom klimapartnerskaberne er et nyt tiltag på national plan, er der foretaget en undersøgelse af hvordan den kommunale praksis foregår i arbejdet med den bæredygtige omstilling gennem partnerskabstilgangen, da kommunerne har erfaring med at arbejde mellem offentlige og private aktører. Erfaringerne viser et billede af tillid, evaluering og gennemsigtighed i processen er afgørende faktorer for et succesfuldt samarbejde.

Dette har ledt videre til en diskussion og en konklusion af at klimapartnerskabet for Affald, Vand og Cirkulær Økonomi ikke lever op til at være et partnerskab, set ud fra egen definition, men at processen formår at sætte klima på dagsorden. Dog lever klimapartnerskabet ikke op til de endelige krav for at opnå indflydelse på samfundet. Konklusionen lyder derfor at partnerskabet ikke formår at skabe en arena for samarbejde mellem de involverede aktører, men med de rette processuelle justeringer, er der mulighed for at partnerskabet kan arbejde med bæredygtige løsninger, som opnår bred forankring i samfundet.

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1 | Introduction

The sustainable agenda has gained more ground in society since its beginning in the Brundtland report in 1987 to now, seeing adaptation to the sustainable agenda in all levels of society. The sustainable development goes across sectors and disciplines, which makes it complex to work with. As a result, partnerships have sprouted between various stakeholders in order to contribute to sustainable development.

The partnership approach has begun to win its acceptance in the work for sustainable development. In November 2019 the Danish Government established 13 climate partnerships focusing on how the private sector can contribute to climate challenges. The climate partnerships are supposed to run throughout the term in office and is thus used to reach the goal of a 70% reduction of greenhouse gas (GHG) emissions in 2030 (Ministry of Industry Business and Financial Affairs 2019b).

Partnerships with this focus and on the national level are not seen before in a danish context, which is our motivation of looking more closely at the partnerships' practice. The climate partnerships have immense potentials of contributing to climate challenges, but this can only be expected to happen under the right conditions. We thus place our focus on the arena which the climate partnerships establish. Through a case study of the climate partnership of Waste, Water and Circular Economy we will focus on the collaborative processes and dynamics, that constitute the climate partnership's practice. The project will thus answer the research question:

How are the climate partnership of Waste, Water and Circular Economy establishing an arena, that comes up with solutions to the complex problems of climate challenges?

The structure of the report begins with a problem analysis and framing of the problem resulting in the research question and additional sub-questions. A methodological explanation will be presented in chapter 4 followed by the conceptual framework that will support the two analysis in chapter 6 and 7, which we work as the foundation for the discussion in chapter 8. Finally the findings from this project will be presented, through a set of recommendations for the climate partnership's forthcoming process in chapter 9 and in the conclusion 10.

2 | Problem analysis

This chapter analyses and identifies the problem area of this project. Thereby, the following sections will provide argumentation and reflection of the wicked problems, which lie within sustainable development followed by an introduction to the climate partnerships and the partnership approach between public and private actors. The various perspectives lead to the formulation of the research question of this project.

Climate change in the spotlight

The mitigation and adaptation of climate change is a concern that stretches beyond national borders and across sectors, disciplines, and stakeholders (Marx 2019, Glasbergen 2007). Furthermore, climate change and the sustainable agenda have developed into being one of the most essential aspects in politics and planning (Marx 2019, Glasbergen 2007). There are various examples of the creation of legislation, organisations, and actions, that supports the transition towards a more sustainable world.

Such an example is the Paris Agreement, which require that all agreeing parties should do their part in lowering GHG emissions in order to keep the global temperature rise below 2 degrees Celsius (United Nations n.d.b). Furthermore, the involved parties in the Paris Agreement show and acknowledge by signing, how it is crucial to collaborate in multiple planning levels in order to lower GHG emissions - from the UN, EU and across neighbouring countries, down to the individual national and local contexts (European Commission n.d.). Furthermore, in 2019 the EU Commission set out the agreement *Green Deal*, that set goals of lowering the emissions 50% by 2030 and in 2050 being the first CO2 neutral continent by 2050. Thus, pressure from the EU has an effect on the member countries, that have to oblige to develop certain actions plans (European Commission 2019).

Climate change is considered as a *wicked* problem, which means that it is difficult to solve by a single group of actors, such as either politicians and planners. The possible solutions are dependent on the involvement of several sectors since these are put together by the cross-disciplinary aspects that lie within the definition of sustainability (Harman et al. 2015, Biermann et al. 2007). Therefore, the policy-making processes often involve both public and private actors, since climate change is considered as a collective problem that needs to be carefully managed

to find a possible solution (Lubell 2014).

Climate actions in Denmark

Nationally in Denmark, the contribution to the sustainable agenda has become embedded in law. The danish *Climate Act* is an example of how the danish politicians set high ambitious for Denmark's contribution to the Paris Agreement. The Climate Act states, that Denmark should reduce its GHG emission to 70 % by 2030 compared to 1990, with GHG neutrality in 2050 and with the Paris Agreement's ambitious goal of keeping the global temperature rise at 1,5 degrees Celsius (The Danish Parliament 2019). The binding act has wide political support by many parties and puts up a procedure for how the government works with the green transition. The content of the Climate Act points towards the recognition that a cross-disciplinary and collaborative approach is key for reaching the goals. In addition to this, the Danish Government must develop a climate action plan every fifth year, which guides the intermediate goals towards 2030 (The Danish Parliament 2019).

Due to the pressure from the EU and the Paris Agreement, The Danish Government acknowledges that a single group of actors cannot solve the wicked problems and that all stakeholders in society must be involved. In addition to that, the private sector is the sector, that stands for most of the CO₂ emissions in Denmark (Danmarks Statistik 2018). Therefore, the private sector must be involved in the green transition and the development of new means/mechanisms to reach the reduction goals. This is recognised by The Danish Government and has therefore set up 13 climate partnerships, which is a collaboration between the private sector and The Danish Government (Ministry of Industry Business and Financial Affairs 2019b).

The climate partnerships - A new initiative

The Danish Government states, that with the establishment of the 13 climate partnerships within each branch of the private sector, the challenges of climate changes can be solved with respect to both the climate and the private sector's competitiveness (Ministry of Industry Business and Financial Affairs 2019b). The different climate partnerships can be seen in the model below.

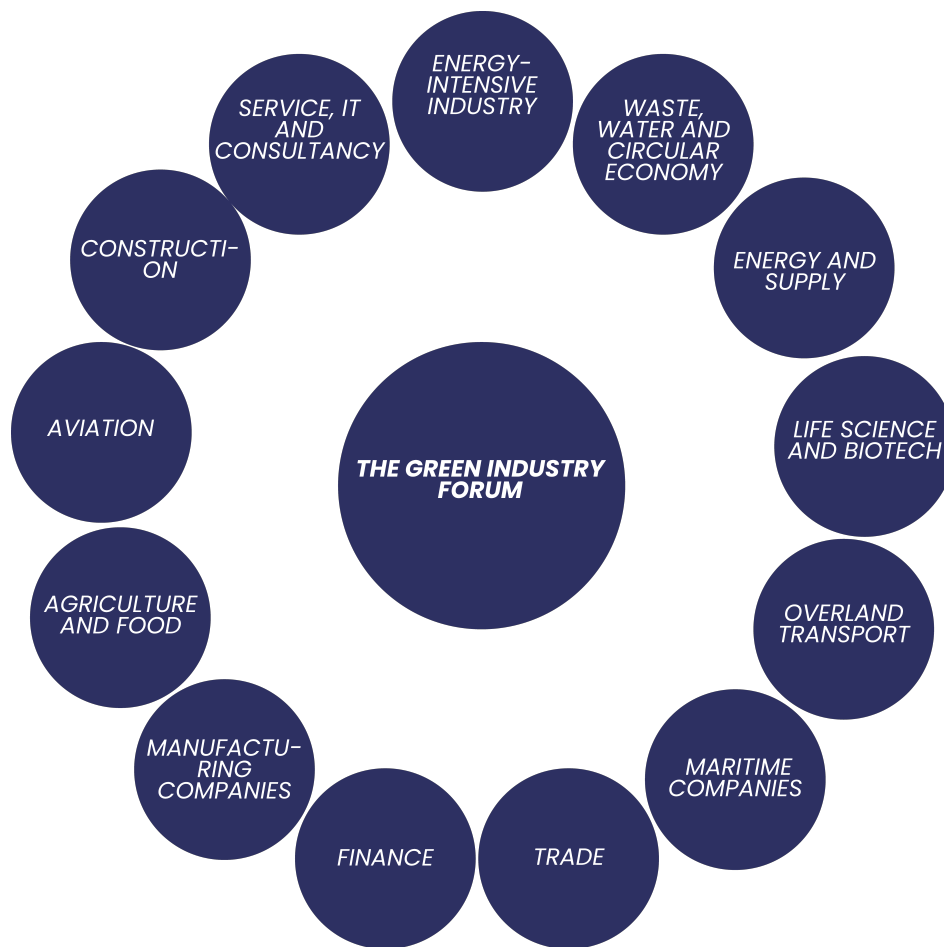


Figure 2.1: The 13 climate partnerships, own translation (own model) (Ministry of Industry Business and Financial Affairs 2019b)

The purpose of the climate partnerships is formulated in the terms of reference, which include a description of the various phases the climate partnerships will go through and which tasks should be completed (Ministry of Industry Business and Financial Affairs 2019b). Rasmus Pedersen, from The Ministry of Industry, Business and Financial Affairs, expresses that in the first period, from November 2019 to mid-March 2020, the climate partnerships will prepare a report that will support the upcoming climate action plan, which the government will prepare during 2020. The climate partnerships' reports will focus on, which actions the different sectors can implement to support the green transition and how far they already are. Furthermore, the partnerships have to point out how the government can help the private sector in a better way, e.g. through regulatory frameworks or research on various topics (Pedersen, Appendix 1b).

The structure, procedures and methods are determined by the individual climate partnership, by the appointed president. This means, that the various climate partnerships can solve the tasks in a way that suits them, e.g. through workshops, meetings, interviews or other methods (Ministry of Industry Business and Financial Affairs 2019b). Each partnership has a secretary

connected, which is managed by a relevant industry association - such as Danish Construction Association, Confederation of Danish Industry, The Danish Chamber of Commerce, Danish Energy and Danish Agriculture & Food Council (Dansk Industri n.d.). Furthermore, a contact from a relevant Ministry and a contact from Confederation of Danish Industry are connected. Though, (Pedersen, Appendix 1b) states that the tasks are mainly being taken care of by the climate partnership itself and the secretary.

In addition to that, the Green Business Forum (own translation) has been established. The Green Business Forum put the chairmen of the 13 climate partnerships, the involved ministries, business organisations and two independent bodies of experts together two times a year. The main tasks are to follow the work of the 13 climate partnerships and strengthen the dialogue between all involved actors, in order to uncover synergy effects and possible collaboration between partnerships (Ministry of Industry Business and Financial Affairs 2019a).

The climate partnerships are a new initiative, that is not seen before (Nilsson, Appendix 1a), which makes it necessary to understand how partnerships are used in the field of environmental sustainable development.

The partnership approach

The approach of establishing partnerships concerned with sustainability issues are not an unknown approach. Biermann et al. (2007) & Marx (2019) explain, that partnerships focusing on sustainable development have emerged in significant numbers. Biermann et al. (2007) point to the fact that partnerships are a result of a shift from governing to governance, where recognition of interdependency between multiple stakeholders connect them in governance networks/partnerships. In association with this, Fogsgaard & Jongh (2018) point to the fact that the development in governance processes are demanding a more collaborative approach to solving societal problems. Consequently, approaches that unite competencies of the private, public and civic spheres are necessary (Sørensen & Torfing 2018, Fogsgaard & Qvist 2018, Torfing & Sørensen 2017, Van Huijstee et al. 2007, Sørensen & Torfing 2007, Fogsgaard & Jongh 2018).

Furthermore, Hipsher (2019) stresses that partnerships are a trending term used in relation to better collaborations between multiple stakeholders. This is also being adopted by the UN with the creation of the Sustainable Development Goals, where Goal 17 is even devoted to partnerships. The UN stress, that partnerships are an approach that supports sustainable development in and between countries, where partnerships are seen as an approach to sharing knowledge and experience between nations and stakeholders to reach the sustainable development goals (United Nations n.d.a).

Thereby, partnerships are a response to deal with wicked problems, that transcend local and national boundaries. The collective and wicked problems demand an understanding of the different sectors and the institutions within (Lubell 2014, Hipsher 2019). The challenge of finding solutions has led to climate change governance, which the climate partnerships can be

seen as a result of. Partnerships have in recent decades been an instrument to find solutions to lower the GHG emissions, though a small amount of evidence shows that partnerships can actually solve these challenges (Harman et al. 2015).

This means that the design of a partnership has a significant impact on the outcome, where a contextual and institutional understanding is essential. Thus, there are several approaches to find the accurate design, where (McAllister & Taylor 2015) emphasise on four points to be explored in the design of partnerships. 1) If the risk overcomes the possible benefits; 2) how the partnership will collaborate and what this means for the outcome; 3) how is the partnership nesting and the connection to the surrounding institutions; 4) and the model for promotion and incorporation of policy and science in solving the complex problems (McAllister & Taylor 2015).

The design of the partnership thus have to focus on aspects dealing with the collaborative processes happening within the partnership, but it is also important to be aware of how a partnership and its outcome fit within the societal institutional structures. Van Huijstee et al. (2007) agree with this divisions, and state that research studies usually deal with the *actor perspective* and the *institutional perspective*, which the above-mentioned aspects encompass. The partnership approach will be further explained in the conceptual framework in chapter 5, that looks closer at the obstacles and possible potentials of a partnership and how to ensure these.

Reflections on the climate partnership initiative

The climate partnerships are a new initiative in Danish planning and politics in the context of climate challenges, such as lowering the CO₂ reductions, which makes it interesting and relevant to investigate how these new partnerships work and collaborate in practice. Public information about the different climate partnerships has been scarce, making it difficult to understand how the individual partnerships have undertaken the tasks set out by The Danish Government. Nevertheless, based on the theoretical perspectives mentioned above, certain reflections and questions can be raised about the climate partnerships' internal processes and their connection to the surrounding institutions (Van Huijstee et al. 2007, McAllister & Taylor 2015).

A central aspect is the short period of time, that the climate partnerships have had to develop the recommendations, which could pose as a threat to the quality of the calculations, the recommendations and the degree of involvement. Generally, the interviewees of this project point to the fact that the short period of time have been a limiting factor, making the whole process difficult (Appendix 1). Nevertheless, Pedersen (Appendix 1b) explains, that due to the short period of time, the recommendations should be seen as temporary, and that the climate partnerships will continue to exist throughout the terms of office.

As expressed earlier the terms of reference constitutes the climate partnerships' tasks at hand. In addition to that, the terms of references states, that it is essential that the development

of recommendations must be based on an open process, where the whole of a specific sector are represented by companies and industry associations. Still though, the initiative constitute a partnership between the Danish Government and the private sector (Ministry of Industry Business and Financial Affairs 2019*b*). This raises questions of what the aim of involvement is, and how The Danish Government is a part of this.

Taking a closer look at the climate partnerships, it can be seen that some sectors mainly include private businesses, while some are a mix of public and private companies, such as the climate partnership of Energy and Supply and the climate partnership of Waste, Water and Circular Economy. Thereby, stakeholders with different working practices and contexts have to collaborate towards the same tasks, which can be difficult, due to the organisational and institutional differences (Van Huijstee et al. 2007, Hipsher 2019). In continuation of this, the terms of reference set up a clear division of roles, stating that the president and the secretary, which is the industry association that the president's company is a member of, are responsible for the development of vision, recommendations and the development of strategies for the specific sector (Ministry of Industry Business and Financial Affairs 2019*b*). So while an open process and involvement of stakeholders are important, the terms of reference make room for the president and the secretary to have the final say according to what the recommendations should be based on.

In addition to that, the climate partnership of Waste, Water and Circular Economy encompasses not only public and private actors but spans across several sectors and incorporate circular economy, which is an economic business model. Furthermore, the terms of reference do not present any explanation to why this climate partnership is different than the others. Thereby, the task of developing recommendations stand as a more difficult and complex task, due to the incorporation of two sectors and circular economy, which affects the whole production chain and thus other climate partnerships.

2.1 Focus of this project

The above-mentioned perspectives concerning the partnership approach and the reflections of the climate partnership initiative, highlight the complexity of working in partnerships. Moreover, the complexity is enhanced, when many interests have to work together. Therefore, the climate partnerships that deal with sectors involving both public and private actors pose as especially interesting cases, to investigate the collaborative processes in partnerships. This focus is seen in the light of the shift from governing to governance, where a variety of researchers point to the necessity, that not just one sphere within society can overcome the wicked and complex problems, as stated in the section "the partnership approach" in this chapter.

Instead of looking at multiple climate partnerships, we will choose one, as this allows us to go into greater detail of the dynamics and processes, that is going on within a climate partnership. As expressed in the reflections above, the climate partnership of Waste, Water and Circular

Economy distinguishes itself from the other climate partnerships, due to the complex nature of the subject and sectors, it involves. This climate partnership can thus be a special interesting case, which will be elaborated on in section 4.1.

The climate partnerships of Waste, Water and Circular Economy

While circular economy deals with an economic business model, that could span across the various climate partnerships as part of the solution towards lowering CO₂ emissions, the two sectors involved in the climate partnership have different contexts and practices. Though, a similarity between the two sectors is that they both deal with resources. In continuation of that, circular economy deals with the way resources are managed, including how products are produced and designed and how these will be recycled and reused. Thereby, in order to have a circular economy, actors from both private and public sectors have to be engaged.

Both sectors involve public and private actors. The municipalities have a monopoly of the processing of domestic waste, while the collection of domestic waste is being selected on the basis of a call for tenders. The collection and processing fall under the break-even regulation (Energistyrelsen n.d.b). Generally, the division of roles in the waste sector, including the discussion of who gets a share of the waste fraction, is the central element in the political debate (Energistyrelsen (n.d.a). This conflict adds a dimension to the way the climate partnership's dynamics plays out and thus proves to be an interesting case.

While the political discussions in the waste sector are going on, the water sector seems to run smoothly, since no disagreements are present among the public and private actors. The water sector deals with the supply of drinking water and the management of wastewater. The water sector is regulated by the break-even regulation (Miljøstyrelsen n.d.).

With the organisation of both public and private actors, the two sectors and the concept of a circular economy, research point to fact that the necessity of a collaborative process must encompass and utilise the various stakeholders and their competencies in order to solve the wicked and complex problems, without neglecting the existing institutions, which the stakeholders are working within (Sørensen & Torfing 2018, Fogsgaard & Qwist 2018, Torfing & Sørensen 2017, Van Huijstee et al. 2007, Sørensen & Torfing 2007, Fogsgaard & Jongh 2018). Therefore, it is relevant to investigate how climate partnership initiative plays out in practice, including who are involved and how various processes and dynamics shape the collaborative process.

3 | Problem formulation

This chapter presents the research question and thereby the focus of this project. The research question will be supported by three sub-questions, which provide an overview and better understanding of certain tasks that are needed to answer the research question. The sub-questions and the including tasks will be elaborated on in the research design in section 4.1. After the presentation of the research question and sub-questions, we will account for the delimitations of this report and lastly provide a reflection on the epistemological and ontological assumptions, which affects the way this research is designed and thus provide a transparent outset for the reader of this report.

3.1 Research question

Through the problem analysis (see section 2), the establishment of partnerships for the climate challenges are seen as the response to solve wicked and complex problems. While this sounds promising for the new climate partnership initiative, certain perspectives need to be present in a partnership, in order to make its processes and interaction work. Through the problem analysis, we have seen how partnerships are usually analysed through two perspectives; the *actor perspective* and the *institutional perspective* (Van Huijstee et al. 2007), which are overlapping and supports the understanding of how the climate partnerships can support the development of solutions for the climate challenges. Therefore, we have placed our focus on the processes and dynamics within the climate partnership of Waste, Water and Circular Economy, including the design of the partnership and how the collaboration took place. Furthermore, we will extend our focus to how partnerships are used in a municipal perspective, in order to understand and discuss how the climate partnership initiative is promoting a change in the way partnerships are used within the subject matter of climate challenge (McAllister & Taylor 2015). The research will thereby be carried out through the following research question:

How are the climate partnership of Waste, Water and Circular Economy establishing an arena, that comes up with solutions to the complex problems of climate challenges?

Our focus of this project is on the processes, rather than the solutions. This is based on the

fact that the climate partnership constitutes a new arena from a societal perspective, that is established in order to develop solutions to climate challenges. As expressed in the problem analysis (see section 2), the processes and the design of partnerships have great significance on the outcome, which argues for the importance of investigating the preceding conditions, that is the partnership's internal processes, which contribute and affect the outcome. We thereby seek to understand how the arena ensures a process, which allows the involved actors to come up with solutions to climate challenges.

In order to answer the research question, we have placed our focus on three objectives. Firstly, we will focus on the collaboration in the climate partnership of Waste, Water and Circular Economy, which encompasses the internal processes and dynamics among the involved actors, thus providing an understanding of how the climate partnership has played out in practice. The objective is framed by the first sub-question:

SQ1: How do the internal processes and dynamics in the climate partnership of Waste, Water and Circular Economy play out in practice?

Secondly, we will turn our focus away from the internal processes and dynamics in the climate partnerships and focus on how the partnership approach is used at a municipal level. Thereby, we will get an understanding of how the partnership approach is applied in society. The institutionalised way of managing and using partnerships in municipalities might be different than in the climate partnership still, we will investigate if there are areas, where we can learn from the municipal experiences. The experiences from a municipal point of view will thus support an understanding of necessary aspects, that need to be dealt with within the field of waste, water and circular economy, which includes public and private actors. The objective is framed in the second sub-question:

SQ2: What are the municipalities' experiences of using partnerships, that involve public and private actors?

Lastly, the conclusions from the two analyses provide a foundation for discussing the role of the climate partnership in connection to other partnership initiatives at a municipal level. The analyses provide an understanding of how partnerships are managed, from a private actor and from a public actor. Thereby, we will be able to discuss under which circumstances and conditions the climate partnership will be able to contribute to the development of solutions. The objective is framed in the third sub-question:

SQ3: How are the climate partnership of Waste, Water and Circular Economy changing the practice of partnerships working for the climate challenges?

The sub-questions will support the development of our recommendations, that will focus on how to organise and facilitate processes within the climate partnerships in order to establish an arena that focuses on the development of solutions, that can have an impact on the climate challenge agenda and thereby answer the research question.

3.2 Delimitations

The field, which our case and project are embedded in, encompasses various subjects and aspects, that have an influence on our research, of which not all can be investigated within the scope of this project. This section thus account for some of these aspects, which we delimit ourselves from focusing on, even though these would contribute to an understanding of the domain.

The outcome is an essential part of the climate partnership, since the final report is the result of the processes and dynamics investigated in this project. Still, we will not go into detail about the outcome, and thus not use the final report and the recommendations (Dansk Industri 2020) as a key document in this project. The rationals behind this, is that we are mainly focused on the involved actors' perceptions of how the process has went, including what they feel about the outcome. Thereby, we will not look closer to the actual proposals, that is presented in the final report in order to categorise, calculate and determine the effectiveness and consequences if implemented. This could though, provide a better foundation for discussing the climate partnership's role in society, since we would have a better understand of the "quality" of the recommendations and how they would have an impact in the sectors if implemented.

In addition to that, we delimit ourselves from investigating how the waste sector should be organised, including the pros and cons of privatisation or not. The conflict is highly political and goes beyond our project's focus. Still it has an impact on the interactions, influencing the processes and creates dynamics between the various involved actors, and that is interesting and thus the focus of this report.

There are various partnership initiatives both in a national context and a international context. Thus there are many cases, that could support our understanding of partnerships in general and thereby how partnership could contribute to solutions for climate challenges. We delimit ourselves from looking at case examples from other nations, and also from some local partnerships, which could be established by NGOs or between private actors. The reasoning of this lies in the subject matter of the climate partnerships, that involves sectors, that are both private and public. The public sector mainly refers to the municipal actors, which is why we put our focus on these partnerships.

Furthermore, this project is being carried out, while the climate partnerships are preparing and publishing the recommendations, which give rise to reactions in the media. While interesting aspects may come up, we will not be looking at these in the context of this project as it require a certain flexibility to address aspects, that are being brought up from time to time.

3.3 Scientific approach

This section presents the scientific approach of this project, and the related rationals that have an influence, in order to give an account of why we have chosen to conduct this project the way we did. These rationals are based on epistemological and ontological assumptions. The former deals with what kind of knowledge is legitimate and thus what can be used to gain knowledge about reality. The latter deals with the nature of reality, what sort of things exist within and how these constitute social reality (Farthing 2016, Saunders et al. 2013, Bryman 2012). This section will thus provide an understanding of what kind of knowledge can be used in order or to understand the social world, which our case is part of.

Our project revolves around the processes within the climate partnership, where the main attention is on how the involved actors are capable of establishing an arena, where they can collaborate. Thereby, we understand this arena as something socially constructed by the involved actors. This means that the social world is constantly being shaped and understood through the actors perceptions of phenomenons and their actions. This scientific approach refers to the ontological position of *constructionism*, which also points out how the social phenomenons cannot be seen as definitive, since the actors interpretation and perceptions are always being revised (Bryman 2012, Saunders et al. 2013). This means, that there are multiple ways of understanding the social world and thereby that the climate partnership's processes can be understood differently by the involved actors. By leaning on constructionism, it is thus important for us, as researchers, to make sense of and understand the involved actors' thoughts, interpretations and actions, by focusing on their point of views (Saunders et al. 2013). Though, as researchers investigating the social world, we are in this report presenting our perceptions of social phenomenons, which thus cannot be seen as a definitive account of the social world, since we will reshape and revise our understanding of phenomenons, just like the involved actors do (Bryman 2012).

Nevertheless, we believe that it is difficult to devote ourselves to one paradigm, that guides the research. Rather we find it significant that it is the specific context of our case and the questions that arise during the various stages of this research, that guides our research. Thereby, we lean of the philosophy of pragmatism, that emphasises on the fact that research should be guided by the research questions. The approach can thus be a mix of philosophical positions and methods, as long as it supports the answering of the research question (Saunders et al. 2013). Thereby, we accept any form of information that can be of use according to understanding our case.

Still, we lean towards traditions of phenomenology, which emphasises on the difference between natural science and social science according to the subject matter, meaning that both positions have different epistemologies. In continuation of that, in phenomenology it is important to see phenomenons through the social actors' point of view. Thus highlighting and accepting the significance of subjective perception as legitimate knowledge. The researcher must interpret these actions in order to make sense of the social world (Bryman 2012, Saunders et al. 2013, Farthing 2016).

Hence our focus relies heavily on the involved actors perceptions and thereby that the empirical data of this project should be the main focus. Still, we believe that our interpretation of the climate partnership's processes can be improved by letting theoretical perspectives support our understandings. The nature of our project is very exploratory, since the climate partnership is a new initiative. So, by taking a research approach that based on the abductive reasoning, where an understanding of certain phenomenons can be supported by being reflected in relevant theory, supports our understanding of the involved actors perceptions and the processes in general (Saunders et al. 2013).

4 | Methodology

This chapter provides an overview of the structure of the project, including the research design and the associated methods needed in order to answer the research question presented in chapter 3. Lastly, the methodological considerations of our project will be presented.

4.1 Research design

In this section, the case of this project will be presented, including the considerations when choosing a case as a research design. Furthermore, the various tasks needed to answer the sub-questions will be presented and elaborated on.

The model below provides an overview of the project's structure and thus research design. The model shows our abductive approach, where the conceptual framework and theoretical perspectives support an understanding of what we discover through our empirical data collection. Thereby, the conceptual framework and the conclusions from the two analyses support the discussion, from which our recommendations and conclusions will be based on.

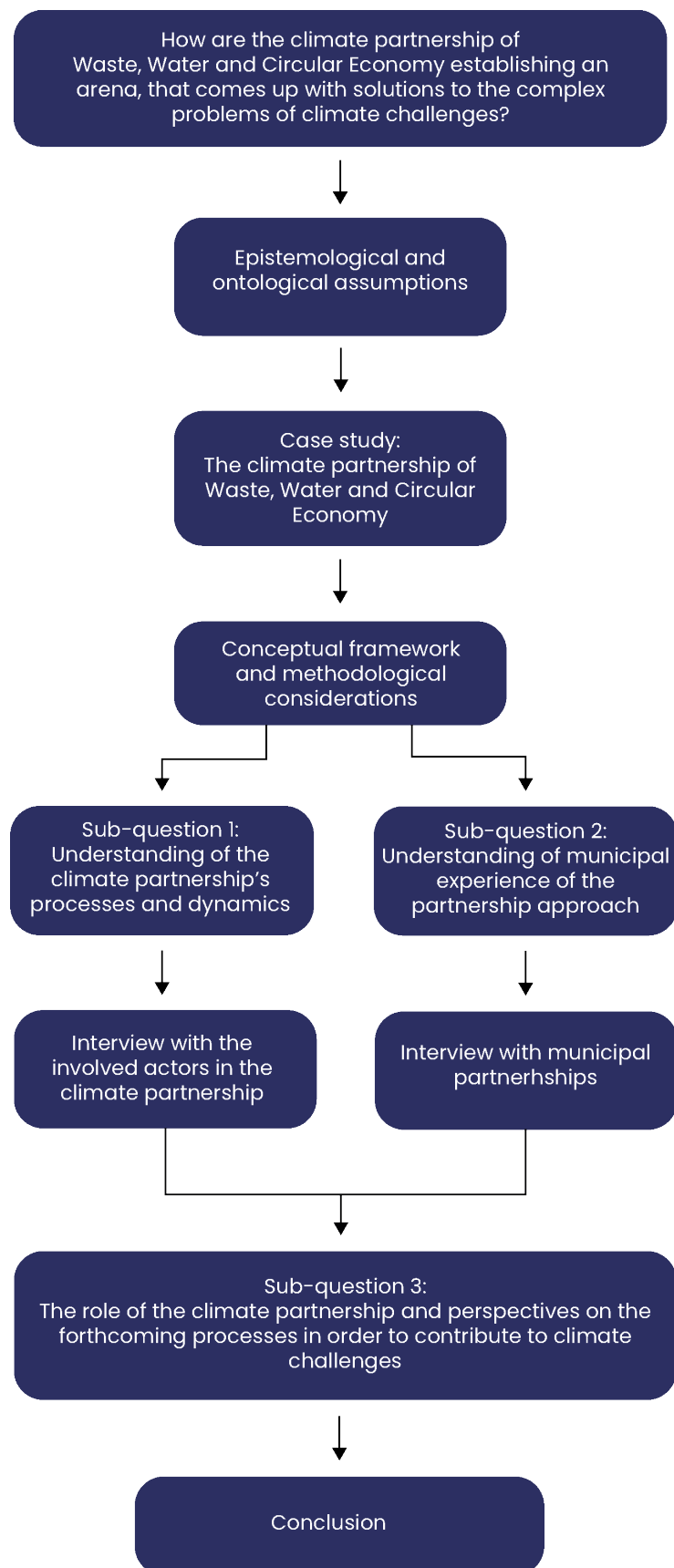


Figure 4.1: Research design of the project (own model)

4.1.1 Case considerations

In order to choose a case, that works to answer our research question and sub-questions, we will lean on theoretical approaches by Flyvbjerg (2006). This section will thus outline a theoretical overview of what a case study is and how to choose it.

Working with a case creates the possibility of understanding a domain or a phenomenon in depth. A phenomenon must be understood as the subject matter, which is being examined in a chosen field. The domain is determined in the beginning of the research and is the reason for the choice of case (Swanborn 2018). In social studies, there is often a need to get a deeper understanding than quantitative studies have made possible. This is the reason why case studies are a sufficient method for some research problems, as these provide a qualitative and more in-depth understanding of a phenomenon (Swanborn 2018, Flyvbjerg 2006, Campbell 1975). Case studies as a research design have received a lot of criticism, which is why much effort and considerations should be placed on the design, including specifically on to what degree a case can be used for generalisation (Yin 1994). Other researchers, such as Flyvbjerg (2006), emphasises and argues against the criticism of case studies. Flyvbjerg (2006) presents five misunderstandings of case studies, that clarify validity, reliability and the generalisability of a case study. The five misunderstandings can be seen in the figure below.

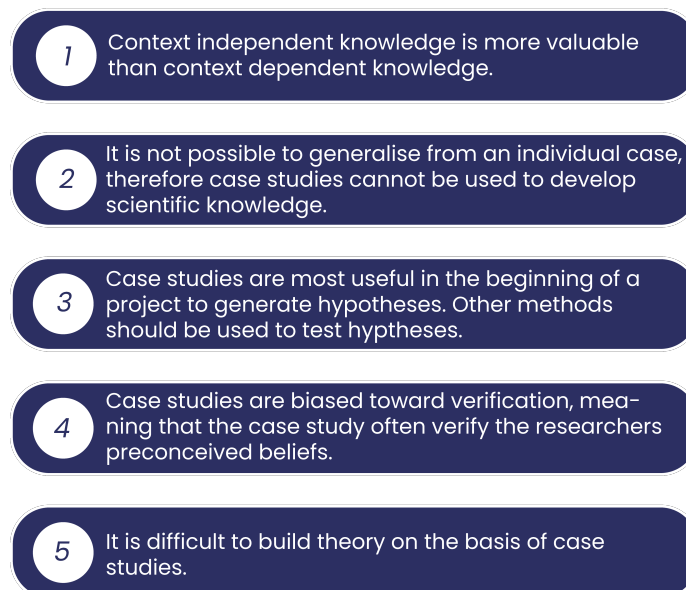
- 
- 1 Context independent knowledge is more valuable than context dependent knowledge.
 - 2 It is not possible to generalise from an individual case, therefore case studies cannot be used to develop scientific knowledge.
 - 3 Case studies are most useful in the beginning of a project to generate hypotheses. Other methods should be used to test hypotheses.
 - 4 Case studies are biased toward verification, meaning that the case study often verify the researchers preconceived beliefs.
 - 5 It is difficult to build theory on the basis of case studies.

Figure 4.2: The five misunderstandings of a case study (based on (Flyvbjerg 2006))

The third misunderstanding is connected to the choice of case, where Flyvbjerg (2006) argues, that case studies are in fact useful when building theory or testing hypotheses. Still, not all research can be solved by using case studies. Therefore, Flyvbjerg (2006) emphasises on the significance of having good arguments for choosing a case. In continuation of that, Flyvbjerg (2006) sets up two general ways of selecting a case; *random selection* and *information-oriented*

selection. The *random selection*, focus on avoiding any systematic bias in the research in order to be able to generalise for the entire population or a particular group within the population.

The other selection is the *information-oriented selection*, which focus on maximising the amount of information in a single or a relatively small sample. There are four types of cases connected to the *Information-oriented selection*. The purpose of the different case selections varies, which is why the case selection must be made carefully. In addition to this, Flyvbjerg (2006) states, that the selection of one type of case does not exclude other types. A case can thus be both extreme and paradigmatic (Flyvbjerg 2006).

For an extreme case, it applies that a large number of actors are involved and therefore contain a large amount of information. Often when having an extreme case there is a need to understand the deeper challenges and an extreme case is often useful to get "*a point across in a especially dramatic way*" (Flyvbjerg 2006, p.229).

For a paradigmatic case, it applies that there is a focus on the "*more general characteristic of society*" (Flyvbjerg 2006, p. 232). A paradigmatic case is not based on a set of rules, which is the case with an extreme case. Therefore, it is difficult to identify when a case is paradigmatic. Flyvbjerg (2006) refers to Dreyfus, who explains that a paradigmatic case is a case that stands out among other cases, thus proving to be a very useful case for the researcher. Therefore, paradigmatic cases are often identified by the researcher's own intuition (Flyvbjerg 2006). Flyvbjerg (2006) emphasises on the importance of having other researchers acceptance of the paradigmatic case and its findings otherwise, the research will not be valid.

4.1.2 The climate partnership of Waste, Water and Circular Economy as a case

In this section, the case *The climate partnership of Waste, Water and Circular Economy* will be introduced followed by an argumentation of why this case is particularly interesting to look deeper into. Additionally, we will argue why *The climate partnership of Waste, Water and Circular Economy* as a case is both an extreme and paradigmatic case.

The timeline below provides a visualisation of the process the climate partnership has gone through - from idea to the interactions among the involved actors and the publication of recommendations. The process will be further elaborated in chapter 6.

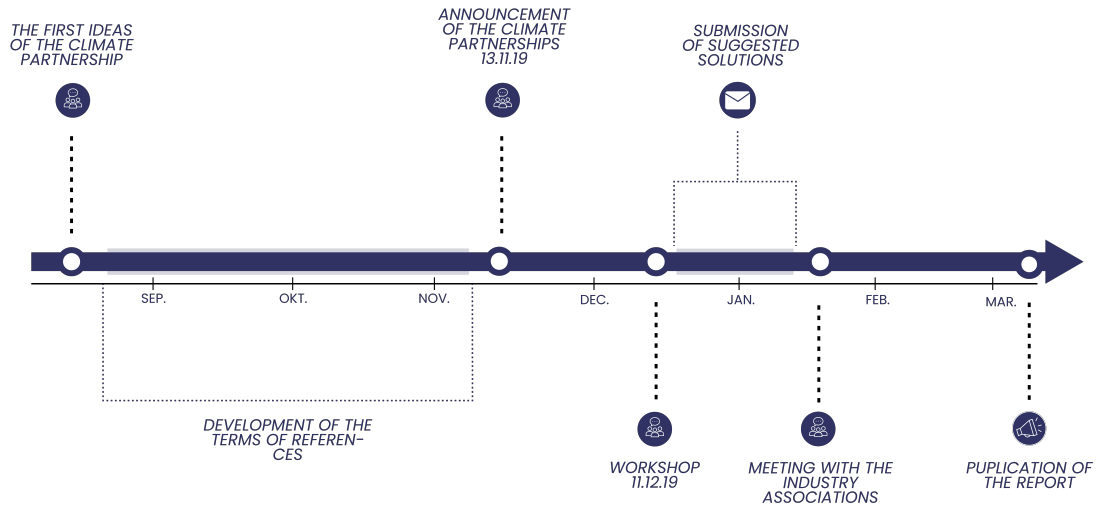


Figure 4.3: Timeline of the climate partnership's process (own model)

The paradigmatic case reveals itself at the beginning of the project, as several interviews with stakeholders with insight in the climate partnership initiative, showed how there were different opinions about the processes within the climate partnership of *Waste, Water and Circular Economy*. The climate partnership particularly stands out as being the only partnership consisting of two different sectors - the waste and water sector, while the other climate partnerships have a more limited focus to just one sector. Furthermore, circular economy is a concept and not a specific sector, and is something that goes across many sectors, not just the waste and water sector.

The chosen case deals with both public and private interests, due to the sectors, which the climate partnership includes. The case thus provides a possibility to look closer into how partnerships play out in practice within the sectors of waste and water, and how public and private interests can develop solutions in order to contribute to the climate challenge agenda.

Circular economy is a concept, that affects all sectors. Therefore, it is not only the stakeholders connected to the climate partnership of Waste, Water and Circular Economy, that have something at stake, when the discussion revolves around a circular economy but all the climate partnerships and the associated sectors. Because of that, there is a demand for cooperation between the climate partnerships and the different sectors. The climate partnership for Waste, Water and Circular Economy points out how the collaboration between partnerships and sectors is important, as this is how circular economy gain ground in society (Dansk Industri 2020).

The case thus consists of topics and sectors, that involves a large number of stakeholders, that are not only limited to those within the climate partnership of Waste, Water and Circular Economy. An example could be the Energy and Supply sector since they use waste for producing heat, but also the Construction sector as these produce waste. Basically, all sectors use water and produce waste to some. This particular climate partnership thus has an impact on many

other sectors, which points towards the characteristic of an extreme case (Flyvbjerg 2006).

The partnership of Waste, Water and Circular Economy is not the only partnership that consists of public and private companies. The climate partnership of Energy- and Supply also involves public and private stakeholders, but only deals with one sector. The complexity in the climate partnership of Waste, Water and Circular Economy is thus increased as more sectors are interlinked in the same partnerships. An effect of this is that there are two vice-presidents, that represents the sectors of waste and water, since the president, did not feel like she had the expertise within these sectors (Schrøder, appendix 2).

The constellation with both the two sectors and the concept of circular economy stood out in the beginning as the paradigmatic cases do, but being different in the constellation than the other climate partnerships also point towards aspects that fit an extreme, or in other words, an atypical case. Flyvbjerg (2006) states, that extreme cases are beneficial when a specific point has to be highlighted. Therefore, our case has the characteristics of an extreme case due to the greater challenges there are associated with being a partnership of many stakeholders, sectors and cross-disciplinary approaches. In addition to this, extreme cases often have underlying challenges, which stand as a potential conflict within the case in question. Multiple of the interviewees that have contributed to this project, express how the public and private interests in the waste sector have been conflicting over the past two decades. The underlying conflict thus support the argumentation behind the climate partnership of Waste, Water and Circular Economy is an extreme case, but lean towards that the most interesting aspect of processes and dynamics lies within the waste sector. This project will thus turn its attention to the waste sector and how the conflicts have an influence on the process in the case.

The domain or phenomenon that we aim to gain knowledge about is the governance approach of working with partnerships between public and private interest when dealing with climate challenges. By choosing the climate partnership of Waste, Water and Circular Economy as a case, it is possible to gain knowledge of the different roles and processes within the climate partnership, where the complexity and underlying challenges might be more problematic than in most of the other climate partnerships. The case thus stands out and as different than the other climate partnership in the constellation and the degree of affected sectors and stakeholders.

4.1.3 Research design of SQ1

The first sub-question has the intention to answer:

How do the internal processes and dynamics in the climate partnership of Waste, Water and Circular Economy play out in practice?

This sub-question focuses on how the climate partnership's process has been towards handing in the recommendations in mid-March. As a new initiative, it is important to understand how the climate partnership works out in practice. As explained in the previous sections,

we do this by taking a closer look at the climate partnership of Waste, Water and Circular Economy. The analysis will, therefore, focus on the involved actors, that have been involved in the climate partnership and their perceptions of the process, which will be based on individual interviews. These insights will provide an understanding of the dynamics and processes in the climate partnership. By getting a view of the processes, from the various "groups" of actors involved in the climate partnership, we aim to understand how this particular climate partnership has worked out in practice, including who have had an influence on the process and the outcome. In addition to that, we will develop a conceptual framework (see section 5.2.1), which will support our understanding of the dynamics and processes, by providing us with certain categories and concepts used to describe the often complex processes. Though, we find it significantly important, that we make room for the empirical data to come forward, despite if phenomena are not reflected by the conceptual framework.

The analysis will provide an overview of the stakeholders, who have been involved, but will also provide an overview of the stakeholders, who have not been involved. This will thus support the understanding of how the climate partnership of Waste, Water and Circular Economy works out in practice, including the challenges, that are connected to working in a partnership that brings together conflicting interests. These challenges will be further unfolded by leaning on interviews with relevant researchers.

4.1.4 Research design of SQ2

The second sub-question is concerned with answering:

What are the municipalities' experiences of using partnerships, that involve public and private actors?

The second sub-question picks up on the findings from the first sub-question, which shows how the sector of waste and water involve both private and public stakeholders, though the climate partnership have turned its focus on the private sector. While the businesses are both public and private, a key actor within the field of waste and water, such as the municipality is left out of the climate partnership.

This leaves us wondering, how the partnership approach is used when a public actor manages it. Therefore, we will focus on an understanding of how municipalities utilise the partnership approach. Furthermore, we place our focus on how partnerships work out in practice, including how this change the relationship between public and private actors, but also what the purpose of establishing partnerships is, seen from a municipal point of view. This will highlight some of the dynamics, that lies within the partnerships managed by municipalities. The focus of the project thus shifts from an internal point of view (the climate partnership) to an external point of view (the municipalities). Thereby, we will be able to reflect on the experiences from municipal- and private partnerships in the discussion.

The analysis will revolve around municipalities and their perception of using partnerships at a municipal level. The rationals behind choosing the municipalities are that their experience with local partnerships, make them more likely to have had reflections of the partnership approach, the challenges and the opportunities in general.

4.1.5 Research design of SQ3

The third sub-question is concerned with answering:

How are the climate partnership of Waste, Water and Circular Economy changing the practice of partnerships working for the climate challenges?

The third sub-question will centre around a discussion that focuses on the findings of the first and second sub-questions. The discussion will revolve around the difference between the climate partnerships, managed by actors from the private sector, and the municipal partnerships, managed by actors from the public sector. This will be used to discuss the role that the climate partnership has in a societal perspective in relation to how its collaborative process affects the existing practice, including how the climate partnership establishes an arena, that set up the conditions needed in order to contribute to the complexity connected to the wicked problems and the climate challenges. The discussion will thus encompass the relationship between setting up the right conditions, in order to make the involved actors capable of developing solutions. In this way, we do not assess the solutions' performance according to the climate challenges but discuss the preceding conditions in the arena, that are essential to contribute with solutions to the complex problems. We do this by leaning on the experiences deduced from the two analyses and the conceptual framework. Thereby, we use the knowledge we have gained throughout the project.

The methodological considerations will be presented in the following sections, providing a clearer understanding of how the above-mentioned tasks, will be supported by the chosen methods.

4.2 Methodological considerations

In this section, we present our methodologies, including the arguments and considerations behind choosing the methods and how these were designed in order to fit with our particular research.

4.2.1 Interviews

At the beginning of this project, the climate partnerships were still preparing the recommendations and information was thus limited. Due to the timing of this project, we have therefore placed our data collection on interviews with a variety of actors and stakeholders, involved or affected by the climate partnerships. Interviews are useful to explore a phenomenon in-depth, giving more time for individuals to explain, reflect and tell their experiences. There is thus a trade-off between the breadth and depth of our research when we focus on doing interviews. Still, we argue that this method is the most appropriate in order to understand the central actor's thoughts about the climate partnership initiative and partnerships in general (Farthing 2016). Due to our abductive and exploratory approach, we have had "rounds" of interviews with a different focus, throughout the research period. These are: *The information round*, *The involved actor round* and *The municipal round*. In the following, we will present the interviewees, the interview design and how the different "rounds" of interviews help to answer the research question.

Interview design

During the various rounds of interviews, we have chosen to do semi-structured interviews, as these allow more flexibility during the interviews, which is most beneficial due to the limited information we had prior to the interviews (Farthing 2016). The flexibility makes it possible to pursue and explore subject matters that come up during the interview and need explanations in greater detail. Prior to the interviews, we prepared an interview guide, consisting of open-ended questions in order to provide the interviewee to state their perceptions and thoughts about the given question. Due to the different professions and roles the interviewees have, we have made small variations in the interview guides.

Furthermore, we have recorded all interviews and taken notes during the interviews. The notes serve as a summary of the interview and highlights exiting explanations and perceptions that are being brought up during the interview. The notes provide us with an overview, thus making it easier to go back and replay the recordings of the interview for correct quotations etc. The different interview guides and notes can be seen in the appendices. It should be noted, that the audio recordings will not be submitted together with this report, due to the fact that some discussions during the interviews revolved around subjects and perceptions, that was off-the-record.

Thereby, the recordings will be sent to the censor and examiner of this project. If the recordings are interesting to other readers, we advise you to write to the authors of this report.

Information round

The "information round" took place at the beginning of the project period, before the climate partnerships had handed in the reports and recommendations. Therefore, we placed our focus to get a preliminary understanding of how the climate partnerships have been established, how they have carried out the task so far and what the climate partnership initiative will be in the long and short term. The information round would thus support us narrowing down our problem area and formulating our research question.

The interviewees seen in the table below, show who we got in contact with, though we sought out to a lot of other actors. Since The Confederation of Danish Industry has a contact in every climate partnership, we contacted them, in order to understand how the process in the climate partnership was carried out and which tasks should be solved. Therefore, it was not important, which climate partnership the interviewee had been engaged in. Therefore we interviewed Kenneth Kay Jensen. Furthermore, we contacted The Ministry of Industry, Business and Financial Affairs, since they are involved in the whole initiative. The interview with Rasmus Pedersen, who works at The Ministry of Industry, Business and Financial Affairs, focused more on ideas behind the whole initiative and which tasks the climate partnerships should solve in the long and short term. Inge Nilsson from CONCITO, could as an expert body, provide an understanding of how this "type" of actor has been involved and give an overview over certain challenges the climate partnerships' involved actor face in the green transition. The interview guides and notes can be seen in Appendix 1.

| Name | Profession | Relevance |
|-----------------------------|--|---|
| Inge Nilsson (Nilsson) | Senior consultant at CONCITO, which is a green think tank. | CONCITO has been involved in multiple climate partnerships as an expert body. |
| Rasmus Pedersen (Pedersen) | Senior consultant at The Ministry of Industry, Business and Financial Affairs. | Pedersen has been part of the process since the first ideas of the climate partnership initiative, and has been part of the process in one of the climate partnerships. |
| Kenneth Kay Jensen (Jensen) | Senior consultant in the secretary for Tourism and Experience Economy at The Confederation of Danish Industry. | Jensen is engaged in the climate partnership for IT, Service and Counselling, and has insights in the process during the first period. |

Table 4.1: Interviewees in the information round.

Involved actors round

The "involved actors round" took place after the climate partnership for Waste, Water and Circular Economy had handed in their recommendations to The Danish Government. We wanted to get an understanding of how the involved actors felt about the process, the outcome and their thoughts about the initiative in general, which support an answer to the first sub-question.

Information about who was involved and how the process was designed was described very briefly in the climate partnership's report (Dansk Industri 2020). This was thus our point of departure for choosing participants for the interviews. The climate partnership's report only shows the involved business- and industry associations, though the report also states, that private companies, experts and NGO's have been involved, but without mentioning them by name. Information about who participated could not be accessed through the interviews we had, due to the General Data Protection Regulation. Though, through the media, we located a few private companies, that did participate in interviews with The Confederation of Danish Industry (Dansk Industri n.d.). The interviewees are described in the two tables below and the interviews and notes can be seen in Appendix 2.

| Name | Profession | Relevance |
|---|--|--|
| Franz Cuculiza (Cuculiza) | Managing director at Aage Vestergaard Larsen A/S, which is a private company in the field of recycling plastic. | Cuculiza can provide an understanding of how a private company has been involved. |
| Lars Schrøder (Schrøder) | CEO at Aarhus Vand A/S, which is a water company owned by Aarhus Kommune. | Schrøder is vice-president of the climate partnership of Waste, Water and Circular Economy and has had a leading role. |
| Christina Busk (Busk) | Environmental manager at Plastindustrien, which is an industry association for companies working with plastic manufacturing. | Busk can provide an understanding of how an industry association, with private interests, has been involved. |
| Nana Winkler (Winkler) and Niels Remtoft (Remtoft) | Specialist consultants at The Danish Waste Association, which is a political interest organisation for municipal waste entities. | Winkler and Remtoft can provide an understanding of how an industry association, with public (municipal) interests, has been involved. |
| Carl-Emil Larsen (Larsen) | Managing director at DANVA, which is an industry association for companies working with water and wastewater. | Larsen can provide an understanding of how an industry association has been involved. |
| Iben Kinch Sohn (Sohn) | Senior consultant in the environmental-political unit at The Confederation of Danish Industry. | Sohn is The Confederation of Danish Industry's contact in the climate partnership of Waste, Water and Circular Economy. The Confederation of Danish Industry is the secretary for the climate partnership as well. |
| Simon Stig-Gyelling (Stig-Gyelling) | Environmental manager in the Environment Department at the Danish Construction Association. | Stig-Gyelling can provide an understanding of how an industry association has been involved. |
| Anders Christiansen (Christiansen) | Senior consultant in the technology and environment department at KL (Local Government Denmark). | Christiansen can explain how municipalities and KL have been involved. |

Table 4.2: Interviewees in the involved actors round.

During our recruitment, we focused on getting a representative point of view of the process. It was, therefore, important to get inputs from the different industry associations, the secretary,

the presidency and private companies, which are the different "actor groups", that have been involved in the process.

Municipal round

Based on the findings in the first sub-question, we extended our focus to stakeholders who had a stake in the climate partnership, but did not have a significant role in the outcome, thus the municipalities. In addition to this, we aimed to get an insight into how the municipalities work with public and private partnerships locally.

The researchers and experts, whom we were referred to by our supervisor, can contribute with explanations and understandings throughout the report's different chapters and sections. As with the researchers and experts, the choice of which municipalities we would interview, were based on earlier interviews, that mentioned the municipalities as case examples, that distinguished themselves due to their approaches with partnerships locally between public and private stakeholders. The interviewees were to be someone that had experience in working in partnerships in the field of sustainable development but not specifically in the sectors of waste and water. The choice, therefore, ended on the two public driven initiatives: Network for Sustainable Business Development North Denmark and Go Green with Aarhus. The interviewees are described in the table below and the interviews can be found in Appendix 3.

| Name | Profession | Relevance |
|----------------------------------|---|--|
| Henrik Riisgaard (Riisgaard) | Researcher at Aalborg University, with expertise within circular economy, reuse and planning. | Riisgaard can provide knowledge about the public and private interests within the field of circular economy and waste. |
| Jens Peter Mortensen (Mortensen) | Environmental-political consultant at The Danish Society for Nature Conservation. | Mortensen can provide an understanding of how a green NGO sees the climate partnership and the recommendations. Furthermore, Mortensen is generally part of collaboration within the field of waste and circular economy and has an overview of the challenges and potentials of collaborating between public and private interests. |
| Michael (Damm) | Head of Sustainability and Development in Aalborg Municipality. | Damm can provide an understanding of how Aalborg Municipality, through The Network for Sustainable Business Development North Denmark, organise and use partnerships for environmentally sustainable development. |
| Thomas Mikkelsen (Mikkelsen) | Development consultant for Go Green with Aarhus. | Mikkelsen can provide an understanding of how Aarhus Municipality, through the initiative Go Green with Aarhus, organise and use partnerships for environmentally sustainable development. |

Table 4.3: Interviewees in the municipal round.

5 | Conceptual framework

This chapter presents relevant theoretical perspectives that contribute to the development of the conceptual framework of this project. The chapter revolves around two purposes: Understanding under which circumstances the partnership approach has developed with the move from governing to governance and deduce a conceptual lens, which our empirical data can be reflected and understood through. Thereby the conceptual framework will support answering the research question and associated sub-questions.

First off, we will turn our focus to a conceptual perspective of partnerships as a governance process, in order to understand why the partnership approach has gained ground as a method to overcome wicked and more complex problems. The section will provide an understanding of the elements within governance networks and how the public sector has changed/are changing from a control authority to an arena of co-creation.

After the general introduction of partnerships as governance process, we turn our focus towards framing what partnerships are and how they are studied in order to develop a framework for our analysis. We will focus on the two major perspectives, which partnership literature focus on; *the actor perspective* and *the institutional perspective* (Van Huijstee et al. 2007). By drawing on the work of Gray (2007) we will deduce a framework through which we can analyse our case in greater depth.

5.1 Partnerships as a governance process

Following up on the governance section in the problem analysis, this section will turn towards associated forms of governance networks (Keast 2016) and thereby constitute how networks of interaction between public and private actors have gained ground as a process in which innovative solutions and how new ideas are being developed in order to solve the wicked problems society face (see section 2).

Keast (2016) divide the term *governance* by making a clear cut between state, market and network as different governance modes, despite accepting that in practice, these modes overlap. Due to the nature of our research project, we will focus on the processes within the governance

mode, that covers networks. *Governance networks* covers over various forms of governance, thus constituting a relevant term when focusing on interacting and collaborating governance forms, that " [...] represents horizontal over vertical approaches to decision-making and is characterized by systems of affect, communication, knowledge exchange and dialogue." (Keast 2016, p.443). Sørensen & Torfing (2007) point out how the two terms *governance* and *networks* are used in various ways by researchers, but stress the purpose of governance network theory is not a classification of what is and what is not a governance network. Sørensen & Torfing (2007) explains, that governance network theory will vary in form, which is dependent on the particular empirical case used in a research project. Thus governance network is rather a perspective that views how society is governed - or in other words, a lens, which society is viewed upon by the researcher (Sørensen & Torfing 2007).

Furthermore, Sørensen & Torfing (2007) introduce a specific limitation to governance networks, stating that governance networks cannot be counted as a governance network, if the processes are not directed towards a public purpose, such as political and complex problems. In addition to that, Keast (2016) point out how governance networks are a suitable approach when uncertainty, crisis, complexity are associated with the problem in question. Waldorff et al. (2014) recognise this as well, and relate it to the fact that the solutions of these complex problems are often pinned to the innovation in the public sector, where various actors and stakeholders are involved.

The public arena for sustainable issues

According to the development from governing to governance, Glasbergen (2007) and Biermann et al. (2007) stress that the emerging networks/partnerships for sustainable development are a recognition of the cross-sectorial nature, which lies in sustainability issues (Biermann et al. 2007). Marx (2019) states, that the SDGs are an example of this, and emphasise how the SDGs cannot be met, without the involvement of other actors and stakeholders. Thus, partnerships of multiple actors and stakeholders are a result of a broader change in society (Biermann et al. 2007, Osborne 2006). Furthermore, the definition of sustainability covers over the concept of both economic, environmental and social characters, which according to Biermann et al. (2007) are forging a relationship between various sectors, actors and stakeholders around the same issue, thus realising that the stakeholders are interdependent of each other in order to solve the complex sustainable problems. Biermann et al. (2007) and Marx (2019) point to the fact that due to the interdependency, that joining forces in partnerships are often the logical answer when dealing with sustainability issues, of which the climate partnerships dealing with climate challenges can be seen as a result of.

The societal change is a result of how the public sector manages innovation and governance processes in order to provide solutions to complex and wicked problems, which the global society face (Glasbergen 2007, Biermann et al. 2007, Marx 2019). Waldorff et al. (2014) point out a historical perspective of how governance has developed within the public sector; from the *Traditional Public Administration*, that are associated with the exercise of authority and a top-

down administration; the *New Public Management*, where the public sector focus on enhancing efficiency by privatisation and outsourcing of services, while being in control due to contracts and evaluations on performance; and lastly, the *New Public Governance* (NPG), that describe the public sector as the facilitator and manager of decentralised networks, that involves actors and stakeholders, who collaborate due to their interdependency, and develop solutions for the complex problems society face, which cannot be allocated within one sector alone (Waldorff et al. 2014, Sørensen & Torfing 2018, Keast 2016, Klijn & Koppenjan 2012).

The logic behind NPG and governance networks thus create new roles for the public sector, private sector and civic society, where policy-making processes are shared with other non-public stakeholders, both on an international, national and local level (Waldorff et al. 2014) - essentially the two "terms" describe the same phenomenon under different headings (Klijn & Koppenjan 2012), but the NPG extends its view of governance, as it acknowledges the state governing both as a *plural state*, where various interdependent stakeholders and actors contribute to the development of public services and as a *pluralistic state*, where a variety of decision-making processes inform and support the policy-making system (Osborne 2006, Keast 2016). Thereby Koppenjan (2012), Osborne (2006) & Keast (2016) acknowledge, that NPG allows various forms of governance modes working combined as a way to make use of the governance modes, that enhance the best aspects of particular governance modes while minimizing the less effective aspects (Keast 2016). Thereby, the authors accept a hybrid form of governance, or as Koppenjan (2012) expresses it:

"Network governance does not function independently of hierarchical and NPM [New Public Management] -like arrangements. Rather, it acts in concert with these arrangements, as a necessary and decisive component of a more encompassing, hybrid assemblage." (Koppenjan 2012, p.32).

The state's role in NPG, still incorporates mechanisms to control the policy processes through *metagovernance*. This means that, the state works as a *metagovernor*, who facilitate and manage the creation of self-governing networks. The involved stakeholders in the networks, work as the experts to the problem in question, but also manage the interactions between the participants and the overall process (Waldorff et al. 2014, Torfing 2016). Torfing (2016) paints the picture of the politicians "steering" the boat, providing frameworks and set goals, while the public administrations, the private sector and civic society are "rowing" in the self-regulated and autonomous networks. The idea behind this is that a result-driven approach sparks greater efficiency and "better" innovation than a rule-driven approach (Torfing 2016, Waldorff et al. 2014). Fogsgaard & Qwist (2018) and Sørensen & Torfing (2018) introduce *co-creation* as a key strategic control concept within NPG, where the public sector is seen as an arena, where the public administrations and various professional groups collaborate in order to produce well-coordinated, innovative and holistic solutions.

Waldorff et al. (2014) highlight how *"The innovation is primarily enhanced through collaboration"* (Waldorff et al. 2014, p.76). Hence, *collaboration* is introduced as a key aspect of the forms of NPG and networks governance. Keast (2016) points out the similarities between governance networks, NPG and a new allied form of governance, the *collaborative governance*,

which is related to the other forms, but goes further than stating, that stakeholders and actors should meet in decentralised networks, which contributes to the production of solutions of public purposes (Sørensen & Torfing 2007). Collaborative governance incorporates demands of a more relational character, where the focus lies upon consensus-building, deliberation and interest-based negotiation (Keast 2016, Ansell & Gash 2008, Emerson et al. 2012, Ran & Qi 2019). Both Ansell & Gash (2008) and Emerson et al. (2012) both create models of the collaborative processes within collaborative governance - the machinery one could say, where the focus is on the aspects, that needs to be present in order to have a successful collaboration. This will be elaborated on in section 5.2 in this chapter.

Complexity in governance networks and co-creation

While the sections above, revolves around governance processes, co-creation, and networks as a glorified approach when dealing with wicked problems and innovation, the reality is often different and governance networks deal with its own complications and challenges of working out in practice. Sørensen & Torfing (2018) point to the fact that to reap the benefits of the new strategic management in NPG, the old administrative silos have to be opened up and new institutional designs in the public sector need to be developed. Both Fogsgaard & Qwist (2018) and Sørensen & Torfing (2018) stress how professional silos can hinder co-creation, including knowledge sharing and work together across professional fields. Despite this, the different professional silos have a great potential for innovation, if managed constructively. Though, opening the silos and a NPG approach change the roles and the relationships among the different stakeholders in society, bring up questions about efficiency, legitimacy and democracy, since it has become difficult to determine who, what, where and how decisions are being taken in various decision-making processes (Sørensen 2016).

Fogsgaard & Qwist (2018) stress the importance of being able to move beyond known boundaries, as it is in the unknown terrain, that different groups collide, link and co-create. Though, these boundaries are difficult to cross and are linked to the dynamic forces of how different groups identify. Fogsgaard & Qwist (2018) point out that boundaries can take the form of *cultural* (ideas and convictions), *professional* (competencies, trust, loyalty and norms) and *authoritarian* (balance of power between stakeholders). Even though certain actions can be taken to manage the boundaries more constructively (such as metagovernance), differences will always be present and should be in order to make room for innovation (Torfing & Sørensen 2017, Sørensen & Torfing 2018). Still, these differences in identity between the various professional groups constitute the barriers for successful co-creation and innovation (Fogsgaard & Qwist 2018). Managing these are context-dependent and the design of networks/partnerships demands leadership in order to guide the *direction*, *alignment* and *commitment* between the participating stakeholders (Fogsgaard & Qwist 2018), while not being an authoritarian manager, thus referring back to the metagovernors role as presented earlier. The role of the manager/leader/metagovernor is thus to have an understanding of the before-mentioned boundaries in order to mediate and guide the partnership and reap the benefits of the differences and the competencies within a network/partnership (Sørensen & Torfing 2018, Fogsgaard & Qwist 2018,

Torring 2016, Ansell & Gash 2008).

The development of the various governance modes, including the potentials and boundaries are a response to a more complex society, where challenges cannot be solved locally and cut across organisations, sectors and nations. New Public Governance and co-creation are brought up as new concepts, stating how the public sector should manage decision-making processes of public purposes (Sørensen & Torring 2018). In the following section, we will turn our focus to an understanding of how these networks/partnerships can be investigated in practice, uncovering the aspects, that should be present in order to reap the benefits of the differences and competencies, thus having a successful partnership contributing with new solutions (Gray 2007).

5.2 Framework for understanding a partnership

As mentioned earlier in this chapter, the public sector is often pinned with the task to find solutions to the sustainable agenda and collaborative efforts have gain ground as a way of ensuring this (Waldorff et al. 2014). The collaboration is seen in different varieties, where *partnerships* is one of the more powerful structures of collaboration (Glasbergen 2007). A clear definition of partnerships varies from researcher to researcher. Though, in this project, we lean on the definition of partnerships as:

“Collaborative arrangements in which actors from two or more spheres of society (state, market and civil society) are involved in a non-hierarchical process, and through which these actors strive for a sustainable goal”. (Van Huijstee et al. 2007, p.77)

Van Huijstee et al. (2007) base their definition on a review of the current academic literature about partnerships for sustainable development, thus proving to be within the context of this project. Other researchers, such as Ansell & Gash (2008) and Emerson et al. (2012) apply similar definitions to describe *collaborative governance*, which partnerships is a result of.

Van Huijstee et al. (2007) point out two perspectives, which constitute the study of partnerships. The *institutional perspective*, which looks upon partnerships as new arrangements in environmental governance and thereby focusing on the role that partnerships have in the political system and in society in general. The *actor perspective* is focused more closely to the way partnerships are working out in practice, including its processes and how these are organised in order to achieve specific goals (Van Huijstee et al. 2007).

The two perspectives are not seen as two individual analyses but are overlapping in practice (Hermann et al. 2016). In this project we look closer at the processes of our case (the climate partnership of Waste, Water and Circular Economy), thus focusing on the actor perspective, with the intention to investigate the aspects, that need to be present so that the involved actors can benefit from a partnership and how possible changes can help achieve the partnership’s goals. The way this overlaps with the institutional perspective is that we focus on uncovering

how the climate partnership changes the way partnerships are used according to climate challenges. Thus providing an insight of which role the climate partnership has and will have in society.

Thereby, the actor- and institutional perspectives complement each other, since how the climate partnership's internal processes and dynamics within, will have an effect on how the initiative changes and has an influence on the climate challenge agenda (Van Huijstee et al. 2007).

5.2.1 The actor perspective

The actor perspective looks into the partnership in order to understand its processes. Furthermore, it revolves around how the partnership, as an instrument, can reach specific goals and deals with the reasons why the actors can benefit from each other as well as the disadvantages of partnering. Therefore, attention should be turned towards the critical movements for success. Some serve one actor's achievements whereas others serve all participants. Thus, the actor perspective investigates how partnerships should be arranged, how the process should be structured and who should be part of the partnership (Van Huijstee et al. 2007, Gray 2007).

To investigate the actor perspective in this report, we lean on Gray (2007), who has developed a framework for how partnerships, that deals with sustainable development, should be running. Gray (2007) presents a variety of possible obstacles that can have a significant influence on how the partnership and the interactions are working out in practice. Throughout the four phases (Gray 2007), the involved actors must be aware of these obstacles and discuss them regularly (Gray 2007, Ansell & Gash 2008). The central aspects from Gray (2007) will be presented and reflected on in order to develop a framework that can be applied to the analysis of the partnership of Waster, Water and Circular Economy in the first analysis (see section 6).

Generally, research literature describe that collaborative partnerships go through various phases, each having different aspects of concern. From the collaborative governance, as stated earlier in this chapter, we know that both Ansell & Gash (2008) and Emerson et al. (2012) turn their focus towards the *collaborative processes* within an existing network/partnership. Gray (2007) sees collaboration as a linear model, where the participants go through different phases, whereas Ansell & Gash (2008) state collaboration as an iterative process and describes collaboration processes as a circular system, although the researchers point to some of the same aspects within the collaborative process. Therefore, our theoretical understanding of the collaborative process will be elaborated in the following sections, by mainly leaning on the work of Gray (2007), since her approach encompasses collaborations/partnerships focusing on the sustainable agenda but also applying considerations from Ansell & Gash (2008) and Emerson et al. (2012).

The four phase-model

With the four phase-model, Gray (2007) shows how a collaborative partnership should be designed in order to enhance the likelihood of a successful partnership by focusing on certain challenges and how to overcome them, in each phase of the model. Additionally, the framework provides a possibility for the involved stakeholders to reflect on the structure of the internal processes of the partnership. The first three phases, *Problem setting*, *Direction setting* and *Implementation* will be presented, whereas the last phase *Institutionalisation* will be touched upon briefly as it deals with the institutional perspective.



Figure 5.1: The four phase-model (based on Gray (2007))

Collaboration can be difficult and various factors have an impact during the process. Gray (2007) point to factors such as *mistrust*, *past history* and *identity issues*. Past history often revolves around previous conflicts, that can lead to mistrust between the involved actors (Gray 2007, Ansell & Gash 2008). Ansell & Gash (2008) and Fogsgaard & Qwist (2018) state that actors can create an "us versus them" situation, thus undermining the purpose of a partnership.

Identity issues is the difference in organisational cultures (Fogsgaard & Qwist 2018, Gray 2007). Another difficulty is found in how the partners identify the problem. This is also called *differing frames*. The involved actors have different perceptions of the world and thus understand the problem in question differently. Finding a common frame can be necessary to be able to agree on what success may be (Gray 2007). Furthermore, the *process issue* deals with how the process skills are being utilised in the partnership, including how actors can contribute by putting their competencies into play in certain steps of the process, thus enhancing a shared understanding of what the involved actors can achieve together (Gray 2007, Ansell & Gash 2008). Lastly, Gray (2007) explains how *Institutional constraints* can have an effect of the process as the power relations between the actors can hinder collaboration.

The *Process Design* is especially important in phase 1 and 2 since the involved actors now find themselves placed within a new arena, where clarification of some of the factors mentioned above are unclear, thus giving a sense of uncertainty and confusion. The *Process Design* is something the partnership leader must keep in mind throughout the process (Gray 2007). Additionally, the partnership leader should consider the stage of collaboration, the design of the meetings, tasks that need to be fulfilled to settle agreements and how to tackle possible conflicts.

Internal brokering deals with the importance of sharing information among the participants. In phase 2, 3 and 4, the physical meetings might be stretched over a longer period, meaning that actors do not meet and share information. Therefore, it is important to assure that information is shared with all involved actors, which is undertaken by brokers (Gray 2007).

1. Problem Setting

Developing a common *vision* is difficult, but it is an important task at the beginning of the process. Often the vision is developed by an actor that has legitimacy among other participants. It is important that this actor has an eye for the social, political and economic structures among the actors and around the partnership. The vision revolves around how the stakeholders can collaborate and to show how they are interdependent.

The task of *convening* is also an essential aspect in phase 1. Gray (2007) refer to Carlson, who puts up four activities that are important at the beginning of a partnership. The four activities are: 1) The involved actors should discuss whether or not a consensus-based approach is feasible; 2) secure that all stakeholders are represented; 3) locate the necessary resources, and; 4) whether the planning of the processes should be undertaken by the involved actors themselves or by a chosen facilitator (Gray 2007).

Furthermore, Gray (2007) stresses the importance of having a focus on representativeness as it is often influencing the partnership's success. Often partnerships involve political issues and if the representation throughout the process has been weak, the legitimacy of the decisions are questioned. Though it is not all partnerships where it is necessary to have a broad representation (Gray 2007).

2. Direction Setting

The second phase deals with the *problem structuring*. The partnership is analysing the problems and solutions are found in a collaborative manner. As part of the *Design Process*, a clarification according to the *agreement of ground rules* need to be formulated. These ground rules could, for example, deal with how frustration should be shown or how final decisions should be taken. The essential of the *agreement of ground roles* is that the actors are aware of the actual process, but also what is going to happen next, in order to secure that the involved actors' expectations are met, which also ensure a sense of ownership and commitment (Ansell & Gash 2008) and (Gray 2007). A process designer ensures that guidelines are being established for representation, power sharing and decision-making processes. Throughout the process, it is possible to have the actors express their concerns about the process and thereby discuss how the actors can optimise the processes. These processes ensure transparency and help the actors to achieve ownership of the process and thereby lowering the risk of mistrust to occur (Gray 2007). This task is called *reflecting intervening* (Gray 2007).

In the second phase, *conflict handling* is an important task. Sustainable development is seen differently by various involved actors, due to their differences values, norms and ideas. Gray (2007) emphasise that sometimes it is essential to have a third party to solve a prehistory of conflicts and when the level of mistrust is high. There are various methods of conflict handling but the general focus is on mediation, facilitating and building trust. Mediators ensure win-win solutions as they are able to bring the right actors into play and thereby ensure implementation of the outcome. Conflict handling involves building trust among the involved actors and often it is needed to rebuild trust as prehistory has let to mistrust. In these situations, it is important

to demonstrate repeatedly that the involved actors are interdependent for solving a common goal (Gray 2007).

3. Implementation

In this phase, the results from phase two are implemented. Often in this phase, there is a risk of setbacks as the actors may not be willing to agree on the implementation of the findings from phase one and two. A skilled leader will be aware during the process of this risk and will, therefore, implement mechanisms during phase two to ensure matching expectations (Gray 2007).

4. Institutionalisation

Gray (2007) stress that sometimes the three previous phases result in agreements of which implementation requires a restructuring of new networks/partnerships/relationships between stakeholders. Thereby institutional changes, such as new norms, should be implemented into the existing system, which can be difficult. If the new practices and structures are different from the existing institutional design, it can be a difficult task for the involved actors to continue with the same degree of willingness and trust to the process, thus undermining the purpose of the partnership (Gray 2007). These institutional reflections will be explained in greater detail and with the application to our project in section 5.2.2.

The application of the actor perspective in the case of Waste, Water and Circular Economy

The key tasks, which Gray (2007) presents will be applied in the investigation of the climate partnership's process, but instead of understanding the process as linear phases, we lean towards Ansell & Gash (2008), who see certain tasks and obstacles as emerging within a cycle. We understand the actor perspective as placing under three different headers: The *Starting point*, *Process design* and *Collaborative process*. The starting conditions, process design are seen as variables that can have an influence on the collaborative process, where actor and stakeholders meet.

Both Gray (2007) & Ansell & Gash (2008) stress how mistrust, past history and identity issues have a significant impact on the collaborative process. Therefore, these aspects should be reflected on before the establishment of the partnership, which is why these aspects can be put under the header *starting conditions*.

Under our header *process design*, lies the tasks of figuring out how the process in a partnership should be designed in order to reach certain goals (Gray 2007). Furthermore, it also encompasses the aspects of establishing ground rules, creating visions of how collaboration can work out in practice and how leadership should be undertaken.

The *collaborative process* contains convening, problem structuring, conflict handling, internal

brokering, which are aspects based on the work of Gray (2007). While Ansell & Gash (2008) agree on most of the aspects presented in Gray (2007), they add *commitment to the process* to the collaborative process, which we see as an important aspect within our case. The commitment to the processes puts emphasis on the mutual interdependence between the actors, who should be open to investigating mutual gains and the fact that the involved actors must gain a sense of shared ownership. The *shared process* is about entering the process with a mindset of the "*belief that good faith bargaining for mutual gains*" (Ansell & Gash 2008, p.559). Mutual gains is, therefore, a possibility to get some of the key ideas through, but also make room for the involved actors to influence the final outcome. Therefore negotiation and compromises are important.

These three headers constitute the actor perspective in our frame. Additionally, there is an outcome from these three headers which is what Gray (2007) explains as phase 3 (the implementation). This will not be investigated in detail since the outcome of our case has not reached phase 3 while carrying out this project.

5.2.2 The institutional perspective

The institutional perspective is often applied in a more general view. Instead of looking into the partnership, the focus shifts to a look *at* the partnership, where Van Huijstee et al. (2007) point towards several directions an investigation of partnership can take within the institutional perspective. Though, we will focus on the institutional perspective that deals with *the potential role of the partnership*.

The role that a partnership can have in environmental policy-making covers over a number of functions, from a focus on learning in networks to implementation of certain actions (Van Huijstee et al. 2007). Our focus of the institutional perspective revolves around how the climate partnership initiative is seen as "placing next to" other partnerships within the same field, thus the surrounding institutions and other partnership practices (McAllister & Taylor 2015, Van Huijstee et al. 2007).

According to the role a partnership can have, (Van Huijstee et al. 2007, p.80) state that "*[...] partnerships could contribute a great deal, but only under certain conditions*". These conditions cover over the recognition that a partnership, including its tasks within a collaborative process and process design (Gray 2007, Ansell & Gash 2008), place within a system of various other governance processes and networks (Van Huijstee et al. 2007).

The application of the institutional perspective in the case of Waste, Water and Circular Economy

In our project, the institutional perspective revolves around how the climate partnership initiative is seen as "placing next to" other partnerships within the same field, thus the surrounding

institutions (McAllister & Taylor 2015). This point of view allows us to get an insight into how the partnership approach is undertaken both when the private sector is taking the leadership role and when the municipality is.

Thereby, we will focus on how existing partnerships work in practice, which will support a deeper understanding of the role the climate partnerships of Waste, Water and Circular Economy has and can have. In addition to that, the experiences from other partnerships contribute to the discussion of how the climate partnership changes the partnership practice according to climate challenges. Thereby, we touch upon the conditions for the partnership to contribute.

5.2.3 Summary

The above-mentioned conceptual perspectives stress, that partnerships emerge in response to the cross-sectorial nature, that lies in the definition of sustainable development. Establishing new relations between different sectors, stakeholders and actors stand as the logical answer, since the interdependency is recognised as a necessity for solving complex and wicked problems (Biermann et al. 2007).

The climate partnership of Waste, Water and Circular Economy can be seen as an example of how governance networks have gain ground in the public policy-making concerning climate challenges. Though, investigating and understanding how these climate partnerships are working out in practice stands as a key task. Generally, the actor perspective and the institutional perspective are applied as a way to understand partnerships from different angels: a look *into* (the actor perspective) and a look *at* (the institutional perspective) partnerships. Both perspectives incorporate various aspects, of which have been presented in detail in section 5.2, and thus are the foundation for our conceptual framework. The figure below visualises central aspects needed in order to investigate partnerships for sustainable development and is based on the work Gray (2007), Emerson et al. (2012) & Ansell & Gash (2008).

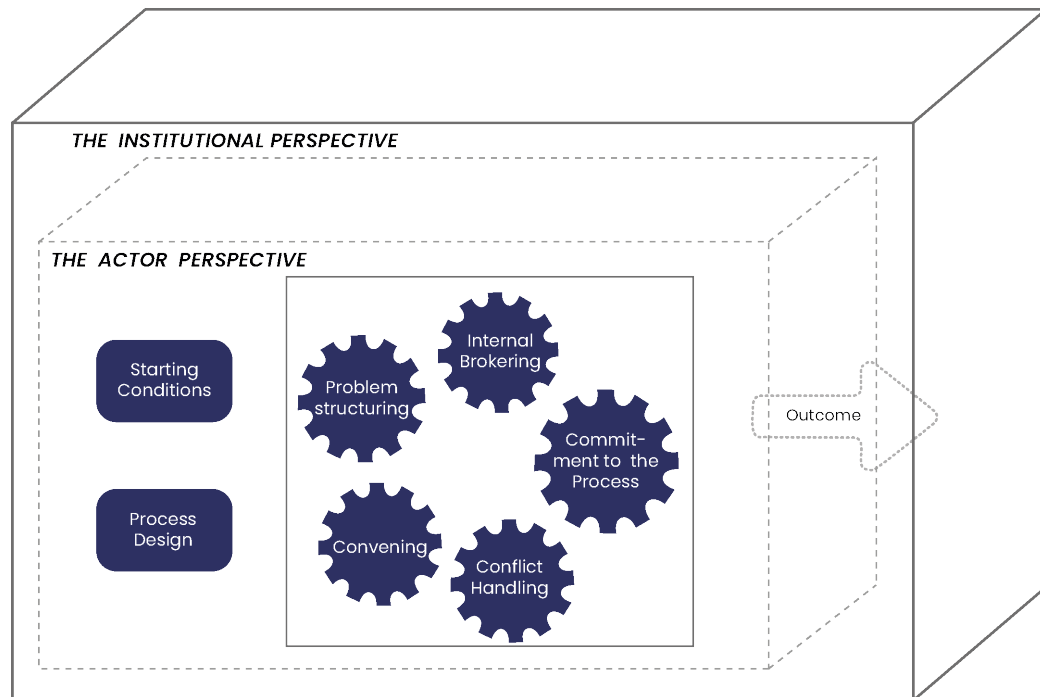


Figure 5.2: Our conceptual framework (based on Gray (2007), Emerson et al. (2012) and Ansell & Gash (2008))

The figure encompasses both the actor perspective and the institutional perspective as we view the two perspectives as overlapping and thereby support the analyses in this report, by being the lens, which we see our data through. The actor perspective is represented in the smaller of the two frames, and include the boxes *Starting Conditions*, *Process Design* and *Collaborative Process*, which incorporate key aspects, from the theoretical discussion in section 5.2 and is based on the work of Gray (2007), Ansell & Gash (2008), Emerson et al. (2012). As explained in section 5.2.2, the climate partnership places within an existing institutional system, which the bigger frame around the actor perspective represents. The climate partnership and its internal processes can thus be understood as influencing and changing the practice of partnerships concerning climate challenges.

6 | Looking into the climate partnership

This chapter will conduct the analysis that deals with answering the first sub-question: *How do the internal processes and dynamics in the climate partnership of Waste, Water and Circular Economy play out in practice?*

The analysis will focus on the collaborative process in the climate partnership of Waste, Water and Circular Economy by applying the conceptual framework presented in section 5.2.3. The actor perspective covers over the headers: **starting conditions**, **process design** and **collaborative processes**, which the analysis go into detail with. Firstly, the starting conditions and the process design will be explained, as these have an influence on the collaborative processes. Thereafter, we will go into detail with the collaborative process. The analysis will revolve around the experiences and explanations of participating in the climate partnerships, which interviews in the "involved actor round" focus on (see section 4.2). Thereby our main focus is to allow the interviewees' perceptions and points to be presented, despite dealing with aspects that the conceptual framework might not cover over. The conceptual framework thus supports the understanding of the complex process, which the involved actors interact in. The model below provides an overview of the interviewees from the "involved actor round" and their role in the climate partnership.

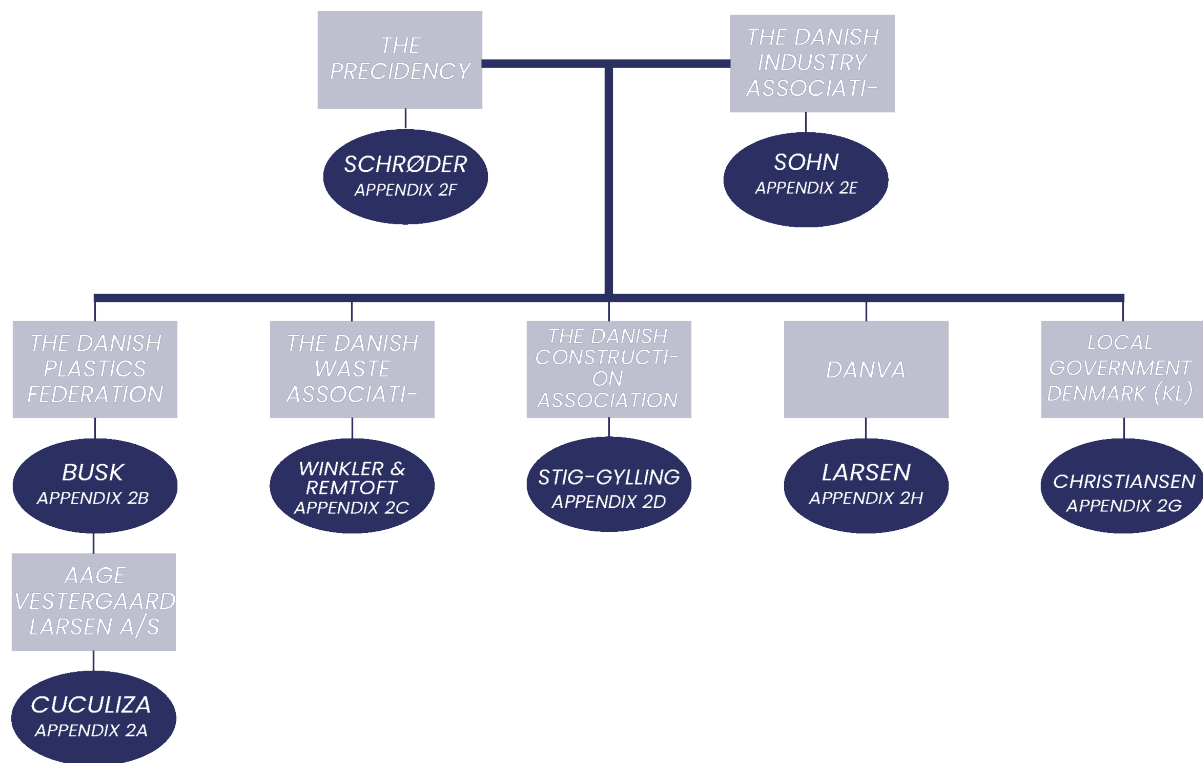


Figure 6.1: Overview over the interviewed actors (own model).

6.1 Starting conditions

As expressed in section 2.1, the stakeholders within the waste sector have had an ongoing conflict of interests, regarding the division of roles in the waste sector. Furthermore, some of the involved actors express how the climate partnership is not the only initiative, that brings the stakeholders together in networks/partnership, that deals with the sustainable agenda (Cuculiza, Appendix 2a; Larsen, Appendix 2h; Winkler & Remtoft, Appendix 2c; Busk, Appendix 2b; Stig-Gyelling, Appendix 2d), suggesting that the various actors know each other from previous interactions. Thereby, the **past history** can have an effect on the collaborative process in the climate partnership.

According to that, Winkler & Remtoft (Appendix 2c) describe that they felt it was important to be part of the climate partnership, due to past history experiences, where networks have been formed without their representation, despite being within their interest. Thus, the past history has an effect on the involved actors, while perhaps not creating a sense of **mistrust** in each other, but more a sense of "us versus them" situation (see section 5.2.1). Thereby, the challenges lies more within the **identity issues** (see section 5.2.1). In addition to that, the actors know each other well and have had prior interactions. The difference in identities, that first and foremost are constituted by the different organisations, including its norms, structures

and procedures, are also a result of the practices, that have been build up and accumulated through the involved actor's previous interactions.

The starting conditions are mainly relevant to have in mind according to the waste sector, while the water sector seems less problematic. For example, Sohn (Appendix 2e) point to the fact that it was easier for the involved actors in the water sector to find compromises. Larsen (Appendix 2h) also expresses how the waste sector and the associated discussions where the main subject in the process. Generally, most of the interviewees point out the waste sector and the political differences as the main challenge in this particular partnership.

Though, Christiansen (Appendix 2g) stresses that opening up the professional silos and ensuring collaboration between the sectors are necessary in order to deliver innovative solutions to the sustainability issues the waste sector faces. So, while the actors recognise their mutual interdependency, the past history contributes to keeping professional silos closed, thus hindering the benefits of co-creation (Sørensen & Torfing 2018, Fogsgaard & Qwist 2018).

6.2 Process design

The overall process design is predefined in the terms of reference, which defines aims, tasks and the formation of climate partnerships (Ministry of Industry Business and Financial Affairs 2019b). The terms of reference leave the president with a degree of freedom according to the methodological choices, under which the recommendations will be prepared. Thus, the president and associated secretary have a lot of influence on the process and thereby the outcome. Nevertheless, the president of the climate partnership of Waste, Water and Circular Economy chose to appoint two vice-presidents due to the fact that professional competencies within the two sectors were needed. The general **leadership** of the climate partnerships is thus constituted by a presidency, though the responsibility of the process and recommendations lies with the president and the secretary (Schrøder, Appendix 2f). In addition to that, Busk (Appendix 2b) expresses how the secretaries of the various climate partnerships have had a lot of influence on the recommendations.

With the formation of the climate partnership and thereafter the presidency, came the tasks of establishing under which conditions the process towards the hand-in of recommendations should be designed. The presidency began **visioning** how the climate partnership should be structured, including the involvement of actors and what the intended outcome should be, in order to prepare recommendations for the final report. Schrøder (Appendix 2f) expresses, that a key element of the presidency's meetings, in the beginning, was the formulation of a vision all involved actors could agree on.

Schrøder (Appendix 2f) expresses, that the presidency wanted to be true to the terms of reference (Ministry of Industry Business and Financial Affairs 2019b). Schrøder (Appendix 2f) explains, that the presidency:

"[...] have paid a lot of attention to the fact that it has been a climate partnership between the Government and the private sector. So, according to us, it was very important that it was the private sector, that had a chance to present inputs and good ideas on how we can reduce the CO₂ emissions towards 2030. We could just as well have chosen to involve the universities and other stakeholders in society, but it is a climate partnership, where the attention is on the private sector - so we have made an effort to follow this." (Schrøder, Appendix 2f, own translation)

The involvement had thus focused mainly on involving representatives from the private sector, despite having an option to involve other stakeholders and actors (Schrøder, Appendix 2f). Though, Larsen (Appendix 2h) explains, that usually their industry association is considered as belonging to public interests, and by being invited to participate in the climate partnership, it is the first time DANVA is considered as part of the business sector. Furthermore, Schrøder (Appendix 2f), Christiansen (Appendix 2g) and Winkler & Remtoft (Appendix 2c) are all either representing municipalities or operate a public utility. In continuation of that the final report of Dansk Industri (2020) shows that, the above-mentioned public actors are included in the process, despite not being the focus of involvement.

Sohn (Appendix 2e) explains, that the terms of reference make few demands to the process. Still, the **ground rules** of the process are established by the presidency that leans on the terms of reference. Thereby the possibilities of a context-based discussion of the ground rules are left out, that could have included the involved actors, which can reduce uncertainty and an "us versus them" feeling (see section 5.2.1). Schrøder (Appendix 2f) points to the fact that the involved actors showed each other respect, despite having conflicting interests. This shows that certain ground rules were established along the process or that these ground rules are an established norm within the usual collaborative practice of the waste and water sector.

All though Schrøder (Appendix 2f) explains, that the presidency designed a process focusing on the involvement of the private sector, the final report shows a great variety of different stakeholders that have contributed to the recommendations (Dansk Industri 2020). For example, universities are mentioned in the final report, but Schrøder (Appendix 2f) mentions, that incorporating their inputs have not been a goal in itself. Riisgaard (Appendix 3a) state, that leading research departments have not been invited to participate, which seems strange due to the subjects in question. In addition to that, Schrøder (Appendix 2f) states, that usually, the private sector turns towards universities or other knowledge-producing bodies, when the goal is innovation, but this was not the presidency's intention.

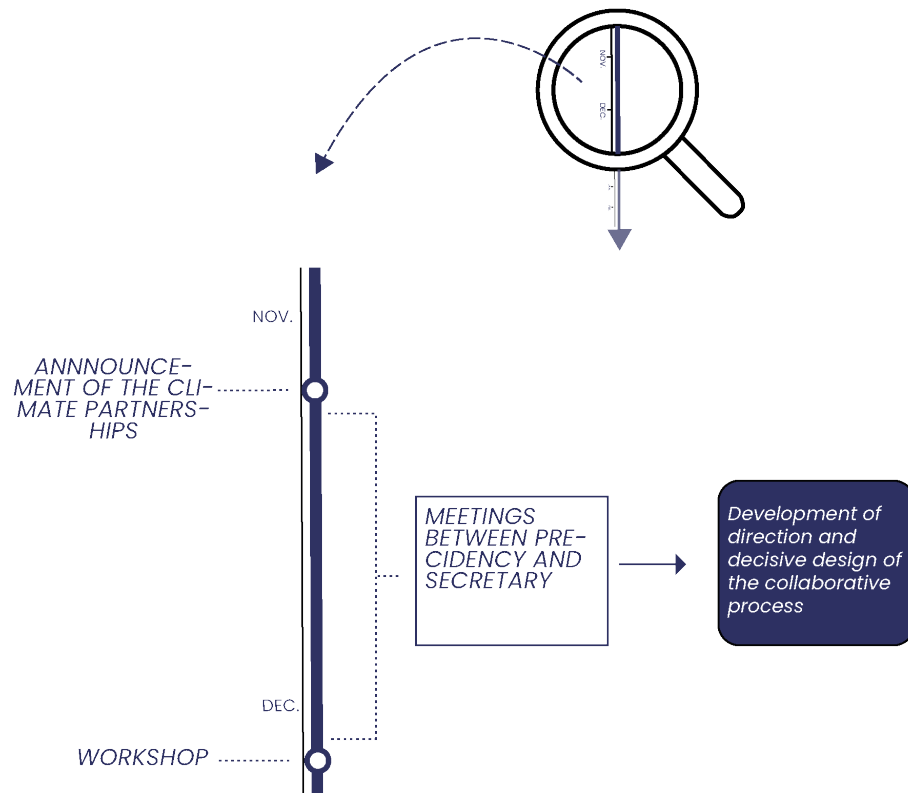


Figure 6.2: The figure shows the process design. The magnifying glass indicates where on the time line, the process design takes place (own model).

The figure above visualises how leadership is undertaken by the presidency and the secretary, and decisions of visions and ground rules are mainly established by these actors. While Ansell & Gash (2008) and Gray (2007) point to the fact that strong leadership in the process design is important, reaching an agreement of ground rules among the participants are also necessary. Being able to discuss the ground rules reassure the involved actors, that the process is fair and open for their inputs. The climate partnerships do not open of for a common negotiation of which ground rules, the process shall follow. Rather, ground rules about how the arenas of interactions are being decided by the presidency, which will use the arena to gain information, which will be the foundation of which the presidency will choose the final recommendations from.

6.3 Collaborative process

The **starting conditions** and the **process design** are both underlying aspects that have an impact on how collaboration in the climate partnership will work out in practice. In this section, we move away from the underlying aspects and turn our focus to the collaborative process itself and the aspects, that guides the collaboration towards a successful partnership (see section 5.2.1). The model below provides an overview of the various interactions, that took place throughout the collaborative process, and who participated in these interactions.

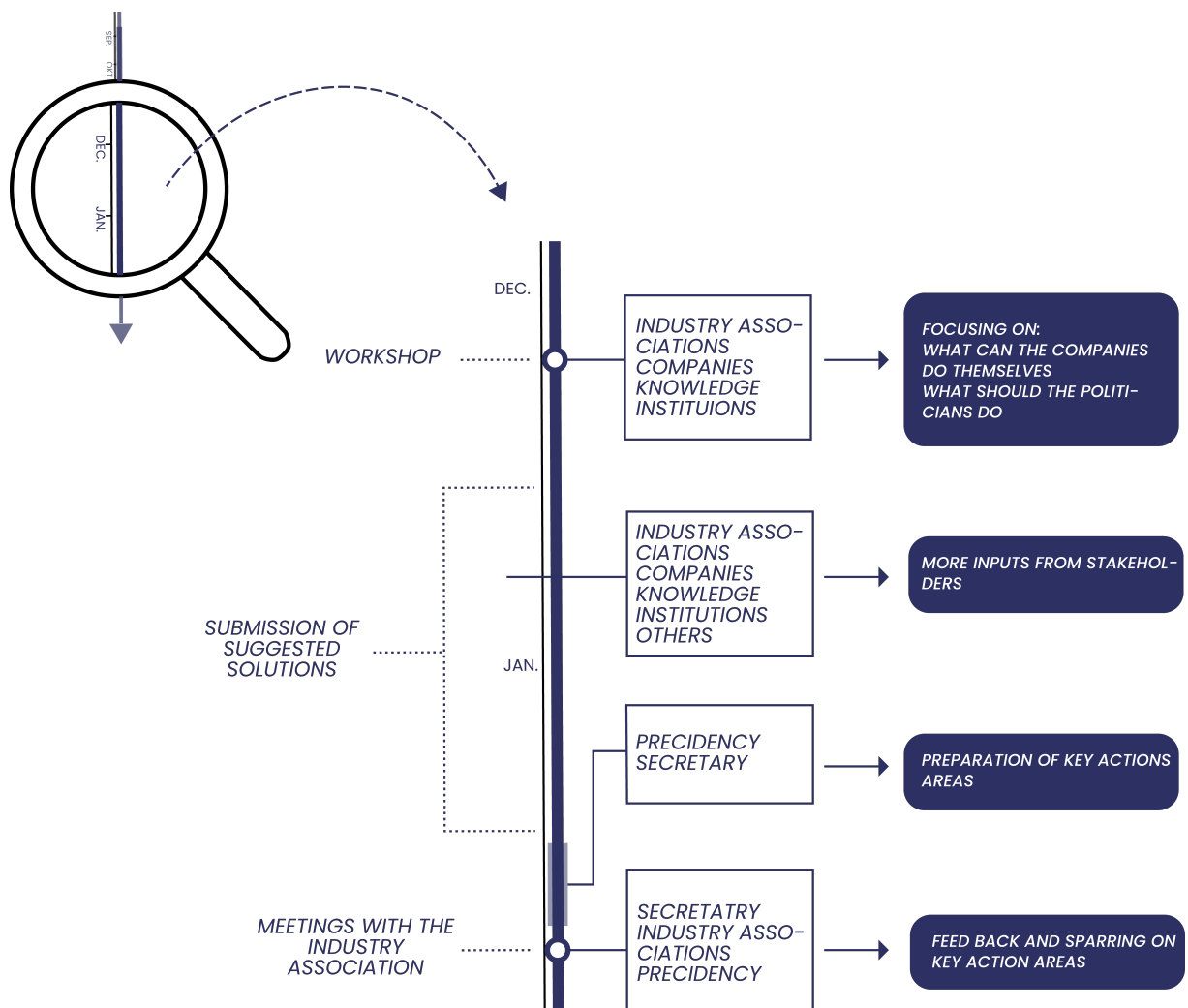


Figure 6.3: The figure shows the collaborative process. The magnifying glass indicates where the collaborative process takes place. The detailed activity line shows the activities, who was involved and the purpose/outcome (own model).

After the establishment of the climate partnership, the presidency had multiple meetings concerning the process design (Schröder, Appendix 2f). In December 2019, industry associations

and private companies met in a joint workshop, that focused on agreeing on a common vision (though suggestions were presented by the presidency) and allowing the involved actors to present solutions to the given task. Hereafter followed an invitation to various actors and stakeholders to send in suggestions, which would support the suggestions collected from the workshop - over 300 suggestions were sent in (Sohn, Appendix 2e). The presidency and the secretary thus had the tasks of sorting and compiling the various suggestion, which was presented on a meeting in January 2020 for the involved industry associations, where feedback on the suggestions was on the agenda. Busk (Appendix 2b) states, that only inviting the industry associations was beneficial, since private companies usually find it difficult to work aside from the company's own interests and that the industry associations are more capable of thinking in terms of mutual goals. After the sparring meeting with the industry associations, the secretary started to prepare the final report, which was supported by calculations on the suggestions done by the consultant company Boston Consulting Group (Dansk Industri 2020). The presidency could thus hand in the final report and recommendations in mid-March (Appendix 2).

Problem structuring

The problem is given through the terms of reference (Ministry of Industry Business and Financial Affairs 2019b), stating that the climate partnership should prepare recommendations to how the sector can reduce its CO₂ emissions. Though, a more specific structuring of the problem is undertaken by the presidency, who focused on developing a vision, under which all involved actors could agree. Thus, the problem is in this particular partnership formulated as the vision of which the involved parties should develop solutions. The tasks of recognising the problem was thus a central element in the collaborative process, as this was on the agenda on the first workshop. Generally, the involved actors agreed on the presidency's initiating vision (Schröder, Appendix 2f).

Convening

Convening involves the participants in a discussion and determination of certain aspects the collaborative process should incorporate, such as: 1) Whether the process should encompass a consensus-oriented approach; 2) involvement of stakeholders; 3) locating resources to support the process and 4) organising and planning the process among the involved actors (see section 5.2.1. Sohn (Appendix 2e) explains, that the process has tried to focus on building consensus or at least have a consensus-oriented approach since she explains that:

"We have focused on having a dialogue, that revolved around agreeing on the goals, including increased recycling and more circular economy. The paths towards the goals are the challenge." (Sohn, Appendix 2e, own translation).

In continuation of that, Schröder (Appendix 2f) states, that the vision should have a broad support by the involved actors. The vision focus on two perspectives: Recycling 90 % of the

waste in all fractions in 2030 and having energy- and climate-neutral water sector in 2030 (Dansk Industri 2020). Due to the different identity issues (see 6.1, the involved actors have not been able to work consensus-oriented, thus leaving some dissatisfied with the recommendations. In continuation of that, the short period of time has not made it possible to have a consensus-oriented approach (Schrøder, Appendix 2f).

As stated in section 6.2, the final report gives an indication of a broad representation, involving the relevant industry associations, private companies, experts, NGOs and knowledge institutions (Dansk Industri 2020), while the interviewees' perceptions point towards a more narrow involvement, since none of the interviewees, tell about how the universities, NGOs or experts played a role. Christiansen (Appendix 2g) and Larsen (Appendix 2h) stress the importance of having the municipalities represented in the process since the public and private actors are interdependent for the two sectors to work out in practice. Christiansen (Appendix 2g) states, that KL has not been part of the workshop or meetings, but received some information throughout the process. The final report, however, lists KL as a participant on equal terms as the other industry associations (Dansk Industri 2020). This raises questions of the actual representation and involvement since this was not the case. Nevertheless, Schrøder (Appendix 2f) mentions how the process has been broad, and there has been room for giving inputs.

This shows that the degree of representation and involvement are experienced in different ways. These disagreements point to the fact that no discussions of involvement and representation have been present in the collaborative process among the involved actors.

Throughout the process, some of the involved actors have contributed with information and data. Larsen (Appendix 2h) explains, that DANVA has assisted the secretary with a lot of data. Besides that, there has not been time for locating resources within the climate partnership itself other than the possibility actors and stakeholders had to send in suggestions. Still, Sohn (Appendix 2e) expresses, how the presidency and secretary have had meetings with other organisations, experts and other partnerships. Furthermore, the consultancy group has been aiding with the calculation though, this cannot be counted as a collaborative approach, where the involved actors together have located resources. In addition to that, Schrøder (Appendix 2f) explains that more time would have been beneficial since:

"It could have been great to have half a year or a year in the same forums to discuss some of the different ideas. We have not had a lot of time for that. We have been able to discuss the vision, we have had handed in a lot of inputs, which we could summarise, categorise, weigh and measure and calculate on etc. There has not been time for the discussion about which ideas could be developed more and what we believe as stakeholders are the most beneficial for society. It has been us [the presidency] and the secretary, that after categorisation and calculation etc. have said, that this is what has emerged from the process, and it is obvious that the things that stand out in the calculations get special attention. And it might be that some of the initiatives, which are laying further down that list, with more focus and a more professional discussion, could be taken to a higher level. But this is also just inputs to the Government." (Schrøder, Appendix 2f, own translation)

Generally, the organisation and planning of the process between the presidency, secretary and the involved actors have not been present in the climate partnership. Furthermore, Busk (Appendix 2b) and Sohn (Appendix 2e) explain, how the short period of time have had an influence on the process since the process had to be designed and developed simultaneously with the collaborative process happening.

The above-mentioned aspects, that refers to the **convening** (see section 5.2.1), points towards the fact that the presidency have taken the overall tasks of planning and setting up the procedures for the collaborative process. This fact suggests that the decisions made in the process design (see section 6.2) were definitive since the involved actors were not included in these discussions.

Commitment to the process

In an initiative, such as the climate partnership of Waste, Water and Circular Economy, the involved actors are invited into a new setting (arena), that demand putting aside the usual lobbying for specific political interest and are now responsible for working towards a common goal in a decision-making process. Ansell & Gash (2008) stress, that this change, is often difficult for the stakeholders.

The interviews point towards the fact that, the involved actors have had difficulties in changing their usual role and that they are locked, since the industry associations have to act on behalf of their members. For instance, Stig-Gyelling (Appendix 2d) explains, that as a representative for The Danish Construction Association, he has a limited choice, as his job is to take care of the interests of the members. Schrøder (Appendix 2f) states, that a lot of the involved actors were sad to see, that their main interests were not part of the final recommendations. Thus, this indicate that the involved actors did not commit to the decision-making process, since the involved actors tried to promote their interest.

Cuculiza (Appendix 2a) explains, that this initiative is not something new, and the involved actors have met under similar circumstances before, in other partnerships. Cuculiza (Appendix 2a) refers to the Advisory board for Circular Economy, which focused on the private sector's adaptation to increased recycling (The Danish Government 2017). Therefore, the experiences of the past history (as explained in 6.1), makes it difficult to imagine that this initiative can solve the problems. In addition to that, Cuculiza (Appendix 2a) mentions, that a political decision of the division of roles in the waste sector is necessary, since the parties cannot agree. Busk (Appendix 2b) agrees on the fact that it is difficult to find any common agreement, but explained how some of the involved actors tried to find common solutions, but others would not move at all. Furthermore, Busk (Appendix 2b) explains, how these contradictory interests were difficult to overcome in the collaborative processes and that it is a difficult task in general.

The motivation for participating can therefore be different. Busk (Appendix 2b) motivation to participate was that she wanted to ensure representation of the members of the association

of plastic, such as Stig-Gyelling (Appendix 2d) also expresses. Winkler & Remtoft (Appendix 2c) motivation for participating were based on a fear that the municipalities interest otherwise would not be represented. These aspects, draw a general impression that the motivations of participating were based on a fear of being outside the climate partnerships, and thereby the decision-making process, more than seeing the possibilities of collaboration due to the mutual interdependency. This also suggest that the **starting conditions** have had a significant influence on the degree of commitment to the process.

Ansell & Gash (2008) stress that investigating mutual gains is recommended to ensure that the involved actors develop commitment to the process. As mentioned before, this task can be supported by a leader/facilitator. Due to the short period of time, the involved actors and the presidency have not had the time to investigate aspects of mutual gains. Schröder (Appendix 2f) explains, that the presidency were focus on solving the task given by The Danish Government. Thereby, instead of exploring mutual gains, inputs to the recommendations from the various stakeholders were collected, as described earlier in this section. As a result, Winkler & Remtoft (Appendix 2c) express, that they did not feel included, throughout the process. Thereby most of the ownership of the process can be allocated to the presidency, and that the involved actors did not explore mutual gains and share responsibility/ownership of tasks and the process in general.

Conflict handling

The involved actors indicate that due to the short period of time, there has not been enough time to handle conflict throughout the collaborative process (Appendix 2). Both Busk (Appendix 2b), Winkler & Remtoft (Appendix 2c) and Schröder (Appendix 2f) stress, that there is a need to learn how to work cross-disciplinary. In addition to that, Sohn (Appendix 2e), Stig-Gyelling (Appendix 2d) and Cuculiza (Appendix 2a) state, that it is up to the politicians to decide the division of roles in the waste sector, before the public and private actors can move forward. This indicate that the involved actors do not believe, that they can contribute to solving the conflict themselves. Still, the politicians sits with the decisive decision of the organisation of the waste sector, but the professional knowledge lies within the actors in the sector. So by handling the conflicting interests constructively, could pose as an approach to make the involved actors contribute with suggestions to the overall solution of the conflict.

Busk (Appendix 2b) states, that the presidency was surprised of the political conflict's amplitude between the public and private actors associated to the waste sector. The past history (see section 6.1) has thus played a significant role in the collaborative process, undermining the conflict handling, which is partly due to the short period of time, the presidency's recognition of how big the conflict was, and the involved actors belief and will to solve the conflict internally.

Internal brokering

The internal brokering deals with the sharing of information throughout the process (see section 5.2.1), which The Confederation of Danish Industry has been taking care of. Though, since the process was under a pressure of time, it has been difficult to inform the actors continuously (Sohn, Appendix 2e). In addition to that, some interviewees point to the fact that an understanding of how the processes after handing in the recommendations are unclear (Appendix 2). Thus a lack of internal brokering can also be seen from The Danish Government, that have not set out a transparent framework and procedures for the climate partnership initiative beyond the hand in of recommendations, despite the fact that the secretary and presidency know that there will be a process onwards (Schröder, Appendix 2f, Sohn, Appendix 2e). It is fair to say that, the overall process is very nontransparent, which could have an influence on the commitment to the process, since it can be difficult to commit to an initiative, where the involved actors do not know what their role will be in the short and long term.

Besides that, Winkler & Remtoft (Appendix 2c) state that the process has been difficult to follow and to understand how and which decisions were taken throughout the process. Furthermore, the sharing of knowledge between involved actors, seems to happen in different ways with different involved actors. As expressed earlier, DANVA has contributed with a lot data and have had a great communication during the process, while Winkler & Remtoft (Appendix 2c) think that the process has been lacking in terms of communication, since they express that they would have liked to see information throughout the process, such as the 300 suggestions that were send in. The above-mentioned aspects, thus indicate that within the collaborative process, internal brokering has been missing.

6.4 The outcome

In overall terms, the conceptual framework the various obstacles affecting the partnership and the aspects promoting successful collaboration all have the purpose to support the development of a solution or an outcome (Gray 2007, Emerson et al. 2012, Ansell & Gash 2008, Sørensen & Torfing 2018). While an evaluation of single recommendations in the final report are not the focus of this report, more general understandings of the outcome is interesting, since the division of roles within the sectors have had a significant impact on the collaborative process. Some of the interviewees point to the fact the final report lean up against the presidency's and the secretary's interests (Busk, Appendix 2b, Winkler & Remtoft, Appendix 2c, Larsen, Appendix 2h, Mortensen, Appendix 3b). Schröder (Appendix 2f) explains, that some of the involved actors state, that the presidency has favoured some groups, while others have been neglected.

These statements refer to one of the central recommendations in the final report, which revolves around the privatisation of the waste sector. The final report suggests that a change in division of roles and responsibilities in the waste sector is necessary, to live up to the goal of 70 %

reduction in CO₂ emissions and the vision of recycling 90 % of all waste fractions. In addition to that, Christiansen (Appendix 2g) stresses that the vision falls short, since he explains that:

"It is a good vision, but as long as we consume and produce as we do, recycling 90 % of our waste is a long way down the road. But we need to get there, and then one has to discuss how we get there. Do you get there by the privatisation of the sector and by establishing more partnership? I definitely believe in the latter" (Christiansen, Appendix 2g, own translation).

Thereby, Christiansen (Appendix 2f) expresses, that the final report does not provide a complete action plan for reaching the vision. Furthermore, Christiansen (Appendix 2g) emphasises, that there is a need for more collaboration between public and private stakeholders in order to reach up to 90 % recycling of all waste fractions.

6.5 A successful partnership?

The conceptual framework of this project is based on the aspects, that constitute and affect the collaborative processes, which according to Gray (2007) support the partnership in moving forward successfully (see section 5.2) - if these aspects are addressed, managed and acted upon. By going through the various aspects above, it can be concluded, that the involved actors, secretary and presidency have had little, and to some extent no, attention towards some of the aspects.

The climate partnership of Waste, Water and Circular Economy, does thus not reap the benefits of establishing a successful partnership. This is mainly due to the fact that the involved parties do not succeed in crossing the boundaries, that is constituted by the different political interests according to the division of roles in the waste sector. Despite the fact that the different political interests are the central challenge for the involved actors, the analysis does not show that efforts to solve the conflict have been made. In defence of the climate partnership, this was not the task given. Nevertheless, refraining from the conflict hinders the possibilities for co-creation, as it has a significant impact on the collaborative process and thus the recommendations. Perhaps one could say that the climate partnership, without the involvement of key actors, such as the municipalities, contribute to drawing up the political lines, that separate the private and public stakeholders in the waste sector even more. In addition to that, the interviews point to the fact that the climate partnership does not seize the opportunity to develop new solutions, as it is seen as something similar to other initiatives, that lead to the some of the same solutions, such as the Advisory Board for circular economy (The Danish Government 2017).

Thereby, the climate partnership does not create an opportunity for the establishment of an arena, where professional silos can be opened up and new solutions can be developed among the participants. Thus, the recommendations in the final report stand as merely a collection of different solutions, which the involved actors delivered to the presidency and not a product of a collaborative process.

The model below provides an overview of how decisions are taken throughout the process in the first period.

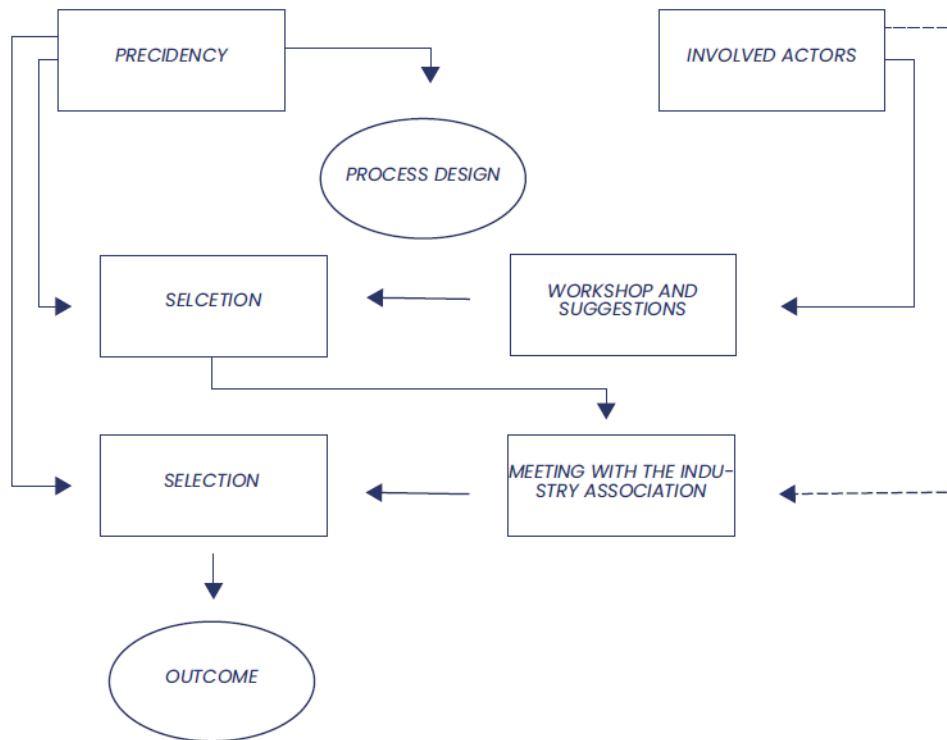


Figure 6.4: Overview over interactions and the associated collection and selection of the inputs (own model).

6.6 Summary

The analysis above shows that the division of roles internally in the climate partnership has had a significant impact on the outcome and the collaborative process. For example, the presidency and secretary had a lot of influence on the process design and the outcome. Due to the short period of time, the involved actors have not had an influence on the process, which was planned along the way. According to that, the presidency and secretary have leaned on the terms of reference (Ministry of Industry Business and Financial Affairs 2019b), and focused mainly on involving the private sector, while both public and private have something at stake. Still, public actors are involved in the climate partnership. The past history and different identities of the public and private actors have challenged the collaborative process, mainly for the involved actors associated with the waste sector. The involved actors in the climate partnership have not been able to collaborate, thus leaving some stakeholders dissatisfied with the final report's recommendations. The collaborative process has generally focused on the waste sector more than the water sector.

An obvious conclusion is that more time to prepare the recommendations could have made room for the involved actors, the presidency and the secretary to evaluate the process along the way and discuss some of the aspects from the conceptual framework. The theoretical perspectives, that constitute our conceptual framework, highlights significant aspects that need to be addressed in order to have a partnership that is moving forward successfully (Gray 2007). The climate partnership's collaborative process does not address these aspects, thus resulting in the fact that the involved actors do not form agreements on how the climate partnership should be structured. Thereby, the conflict among the public and private actors are neglected, despite being a key aspect, that needs to be addressed in order to have a successful partnership. Since the aspects, the conceptual framework covers are not being addressed, indications of the fact that more time would have supported a more collaborative process are non-existent since the climate partnership seem to focus only on results, rather than process. Furthermore, this is emphasised by the fact that even though the involved actors complain about certain aspects, it is not followed up by the presidency or among the other participants - for example, some involved actors point to the fact that it is strange not to involve more public interests, such as the municipalities.

7 | Looking at the climate partnership

This chapter will conduct the analysis that deals with answering the sub-question: *What are the municipalities' experiences of using partnerships, that involve public and private actors?*

The analysis takes point of departure in the findings of the first analysis (see section 6), that concludes, the climate partnership does not address certain aspects needed to create a collaborative process. The first analysis thus gives an account of a partnership, managed by private actors, while the second analysis highlights how partnerships are managed by public actors. Both partnerships involve public and private actors, and as seen in the first analysis, it can be difficult to get both parties to collaborate in a way, where all involved actors can identify with the outcome. Since the municipalities have experiences with the public-private partnerships, we can use the municipalities' experiences to an overall discussion of the research question (see section 3). Though, we need to understand the municipalities' practice according to the partnership approach first.

Thus, this analysis sets out to explore the experience of how partnerships are used as a mechanism through which the municipalities ensure environmental regulation of companies, but also how the role switch from authority to partner causes more complex decision-making processes. These aspects uncover the aim of using partnerships - put simply, what can partnerships be used for by municipalities in the context of the climate challenges. In addition to that, these aspects highlight how the usual roles between public and private actors change with the establishment of a partnership.

In this analysis, we will focus on the experiences of how the partnership approach is dealt with in Aalborg Municipality and Aarhus Municipality by leaning on the interviewees of Damm (Appendix 3c) and Mikkelsen (Appendix 3d) and their perceptions of the partnership approach in a municipal context.

7.1 Municipal approaches to partnerships

In the following section, the two municipalities will be presented with attention to the necessary tasks and aspects, that are related to a partnership that is managed by a municipality. Addi-

tionally, we will look closer at the aspects, which the interviewees point out as future changes according to the institutional design of partnerships dealing with environmental aspects.

7.1.1 Network for Sustainable Business Development North Denmark

In 2008, the Network for Sustainable Business Development (NBE) was launched, and a collaboration between public-, private- and knowledge institutions in Northern Jutland began. The idea behind involving these actors and institutions is based on the benefits of the triple-helix-structure (Network for Sustainable Business Development North Denmark n.d.c). The focus of the network is to develop sustainable solutions for the companies concerning subjects, such as energy optimisation and environmental aspects (Network for Sustainable Business Development North Denmark n.d.a). The partnerships are often established between one company and a municipality, with the possibility to engage the competences from Aalborg University. NBE is managed by a secretary, that is constituted by public officials from Hjørring and Aalborg Municipality (Network for Sustainable Business Development North Denmark n.d.b) (Damm, Appendix 3c).

NBE has a long history of working in networks/partnerships between public and private interests. Partnerships are seen as an approach that has the ability to enhance the sustainable development of the municipalities. Damm (Appendix 3c) expresses, how the authoritarian role of the municipalities have had an impact on the relationship between companies and municipalities. So, there are barriers, which the involved actors need to overcome to secure that both parties benefit from joining forces in a partnership. In addition to that Damm (Appendix 3c) explains, that:

"It is based on reasoning, that revolves around that we [Aalborg Municipality] moves away from being those, who keep watch and ensure that people do as they are told to being partners in their [companies] development. This means that we help them gain success in their company. This is a very different role than the environmental authority, but it [NBE] is focused on the companies, that want to obey the legislation. This means, it [NBE] is not a product, we offer to everyone, but a product we offer to those, whom we believe in. Given the fact that it is a partnership product, it has to lean on mutual trust. (Damm, Appendix 3c, own translation)

Thus, in order to have a successful collaboration, Damm (Appendix 3c) stresses the importance of having a relationship, that is based on trust and trustworthiness. Therefore, it is important to be aware of past history, and how the relations between stakeholders have been earlier. For example, the municipality's past role of being an environmental authority, that controls that the legislation is obeyed, can lead to mistrust. Through time and good experiences, it is possible to develop the companies' trust, so that the municipality is seen as an equal partner. (Damm, Appendix 3c) expresses that:

"In the first years of NBE, I used a lot of time on meetings with the companies' directors, in order to convince them that NBE was not a way to deceive the companies, so they could get caught

in doing something they should not, by letting us [Aalborg Municipality] get close with promises of helping out, and then if we discovered something, we could give them a fine. Therefore, it was important in the beginning to inform the directors, that if the companies work together with us, and we discover something that does not live up to the standards of the environmental legislation, we will tell you and then you know before we come again as an environmental authority. So by being a member of NBE, you will have to live up to the legislation, but you get a chance to correct certain things." (Damm, Appendix 3c, own translation).

In addition to that, NBE is seen as one of the "tools", that contribute to Aalborg Municipality's sustainability strategy. The sustainable development and the associated goals are set out by the city council of Aalborg, which thus determines under which conditions NBE will work. This means that NBE has to live up to and work for the politics set out by the city council. In continuation of that Damm (Appendix 3c) states that:

"NBE will always be developed within the conditions of that NBE should be able to ensure the implementation of Aalborg Municipality's sustainability strategy. So, there is always an interplay in NBE between top-down and bottom-up in the way that NBE is developing. If NBE suddenly stops working as a tool for the implementation of the city council's sustainability strategy, then NBE would have to be changed." (Damm, Appendix 3c, own translation)

In addition to that, Damm (Appendix 3c) points to the fact that the municipality is often in a locked position since they cannot spend municipal resources on the companies sustainable development. Therefore, it must be the company itself that invest in sustainable development. Thereby, Aalborg Municipality is dependent on the companies to perform on the climate challenges, which Damm (Appendix 3c) refers to as a risk for a municipal authority, since the companies can make agreements on certain subjects, but with the intent to stall the municipality's authoritative tasks. This example explains how the municipality risks spending resources without reaping the benefits. The problem lies in the relation between the public and private actors, where trust-building, commitment and recognition of interdependency have not been established. Though, companies that do not live up to the standards of NBE can be expelled (Damm, Appendix 3c). This is an indication of the partnership has created a set of ground rules Gray (2007) and what the possible consequences are if the involved private actors do not follow these.

Thereby, there are some weak points in a partnership from a municipal point of view, since the municipality has to take risks. Nevertheless, the public actors in NBE sit with the decisive power over which companies, that gets to join the NBE, thus indicating that NBE offers a relationship between companies and municipal authority, where the companies receive guidance and advice on how to develop environmental actions. In continuation of that, Aalborg Municipality still has an authoritarian role, which is postponed when Aalborg Municipality works within the NBE framework. The different roles Aalborg Municipality has is a reflection of the acknowledgement of the fact that sustainability issues cannot be solved without opening up professional silos, and that creation of an arena, where the involved actors and stakeholders can enter and collaborate, is necessary. The roles, both as an authority and as a partner, lean towards the characteristics of a metagovernor (see section 5.1), where the decisions are still in

control by a public authority, but with a focus on mediation and collaboration with central stakeholders. Additionally, Gray (2007) indicates that different organisational positions can make the collaborative process difficult and NBE can, therefore, work as a platform, where the involved municipalities do not have to live up to the same organisational structures and standards as their traditional authoritarian role.

This can also be seen by the fact that NBE is a tool for "steering" the development. The sustainability strategy set out by the city council is describing the guiding principles. Thus, the partnerships formed in NBE are not autonomous and are controlled by top-down processes, while bottom-up processes encompass the actual collaboration between the municipality and the companies. NBE thus constitute a methodological approach, that revolves around a process, where both public and private partners focus on the mutual goals of collaborating. Still, the collaboration and partnering are based on terms, set out by the municipality and the city council, which thus has decisive power over the partnerships' focus and goals.

7.1.2 Go Green with Aarhus

Go Green with Aarhus (GGA) was launched in 2015 by merging other sustainable initiatives, that had previously been used to promote the sustainable development in Aarhus Municipality (Mikkelsen, Appendix 3d). GGA is based on a partnership approach, that involves all spheres of society (state, market, and civil society) in various networks and partnerships. Thus, there are partnerships between Aarhus Municipality and the citizens, and also partnerships between Aarhus Municipality and the private companies (Go Green with Aarhus n.d.). Mikkelsen (Appendix 3d) expresses, that since 2008 the sustainable transition has gained more influence in Aarhus Municipality and that GGA is a result of this. The purpose is to embed the green transition in all of Aarhus Municipality, which is why the climate secretary, that manages GGA, has gained more and more resources concurrently with the increased influence of the sustainable agenda (Mikkelsen, Appendix 3d) (Go Green with Aarhus n.d.).

The partnership approach has been used in Aarhus Municipality for several years. Aarhus Municipality's experience shows that when the partnerships and the associated projects have lead to certain outcomes and implementation, the partnership itself stops, thus leaving out the potentials of continuing with other new sustainable issues among the involved actors (Mikkelsen, Appendix 3d). In addition to that, Mikkelsen (Appendix 3d) explains how the management of the partnerships can be difficult, but that it is needed in order to make the partnerships deliver both in the short term and the long term. As a result, GGA incorporates periodical evaluations of the partnerships. Mikkelsen (Appendix 3d) expresses that:

"The partnerships, which we took over in 2015, were active in a short period of time and was thus rarely evaluated. So when we started, we agreed that the partnership should be temporary, and follow the periods of the climate plan. Thereby, we would figure out if the partnerships create value for us and the companies and adjust the mutual agreements if needed, every 4th year. In that way, we make sure that the partnerships stay active and well-functioning, and

are not left in the drawer and are forgotten. It [partnerships] have often been dependent on the individuals, and then when there is a change of jobs in the company, the agreements are forgotten. In this way, we keep everybody up to date on certain agendas and responsible." (Mikkelsen, Appendix 3d, own translation).

This quotation thereby indicates that the process design and the task of a leader are very time consuming but on the other hand a valuable task.

Furthermore, the GGA initiative has gained more and more prestige among the private sector, leading to more and more companies wanting to join, and as Mikkelsen (Appendix 3d) expresses: *"The companies are willing to go to great lengths in order to join this agenda. Almost at any price."* (Mikkelsen, Appendix 3d, own translation). The companies are beginning to see the benefits of including environmental management in their company. In addition to this, Mikkelsen (Appendix 3d) explains, that often the involvement begins with the CEO's, that set the direction of the company, but that the real benefits are reaped, when the partnerships include specific professional competences, that usually lies within specialised employees. Though, going from abstract visions of a sustainable agenda to a more specific project is difficult, since it requires a lot of resources. Still, Mikkelsen (Appendix 3d) explains, that when the sustainable agenda is operationalised into more specific projects, the companies can see the benefits more clearly.

Mikkelsen (Appendix 3d) explains, that to perform according to the sustainable agenda, making mistakes is evidently and should be accepted, since exploring new paths and solutions supports the development of innovative ideas, which is needed. Still, mistakes can occur when moving into unknown terrain. While this perhaps does not lead to quantitative measurements in performance, seeing the collaboration as learning processes is also beneficial (Mikkelsen, Appendix 3d). In addition to that, Mikkelsen (Appendix 3d) expresses how partnering promotes a more horizontal organisation of the relationship between municipal authorities and private companies, where both actors can make demands, which supports the integration of the sustainable agenda:

"We do not need to talk about whether or not we should follow this agenda, but it is more about how far we can come and how we can collaborate. But also where we can "push" each other, where the companies make demands to the municipality. For example, what the municipality can wright in their tender documents, to ensure that the companies can deliver what the municipality expects. Turned around, we [Aarhus Municipality] can also put pressure on the companies to develop new sustainable initiatives, that must be followed." (Mikkelsen, Appendix 3d, own translation)

All in all, GGA promotes more collaboration between the municipality and the companies with the intention to implement the municipality's climate plan and reach the goals within. While the GGA is still a rather new initiative, the private companies are willingly joining forces with the municipalities, where there is room for both stakeholders to make demands to the collaboration and the process, and seek out innovative solutions. In GGA it seems as the partnerships recognise the interdependency and that the various stakeholders are included

on equal terms. Thereby, the companies are included in the design of a transition process together with the municipality, which ensures that both parties recognise and emphasise on having mutual gains of a collaborative process.

7.2 The role of municipal partnerships

The section above presents the experiences of how the partnership approach is utilised and applied in the municipalities of Aarhus and Aalborg. While the focus lies on the municipal practices in the latter section, this section will focus on the role of the municipal partnerships.

Both Mikkelsen (Appendix 3d) and Damm (Appendix 3c) point to the fact that it is necessary to change the system in which decisions are taken, in order to support the green transition in all aspects of society. For example, Mikkelsen (Appendix 3d) emphasises that better communication between stakeholders are necessary, in order to utilise the specialised and professional knowledge, that lies within the various sectors, both locally and nationally. In continuation of that, he stresses the importance of developing politics together with all affected stakeholders in a collaborative manner, since certain regulatory frameworks sometimes hinder the development and implementation of sustainable actions (Mikkelsen, Appendix 3d). Thereby, Mikkelsen (Appendix 3d) points out a necessity of forming a bridge between the politicians and the companies, where collaborative approaches should have more attention than today since Mikkelsen (Appendix 3d) expresses a need for more mutual understanding between the different spheres of society (see section 5.2.1) and that public and political stakeholders should:

"Take the companies perspectives into account and understand the reality which the companies see - that is where the innovative force is. So perhaps it is necessary to go further in the regulative frameworks in order to ensure optimal conditions for the companies, if these are suppose to meet the political visions." (Mikkelsen, Appendix 3d, own translation)

This would mean, that politicians should engage more with the companies, and the municipalities as well, where practice, experience and innovative opportunities influence the formation of regulations, instead of doing it the other way around (Mikkelsen, Appendix 3d). Furthermore, Mikkelsen (Appendix 3d) emphasises that this change should put more focus on how to better involve the SMEs (small- and medium-sized enterprises) since the larger companies have the resources to invest in the green transition, while change can be difficult for smaller companies.

Mikkelsen (Appendix 3d) thus stresses the importance of establishing arenas, where both public and private actors can develop innovative solutions, and that this is essential for reaching the goals associated with the green transition and implementation of circular economy. In addition, Damm (Appendix 3d) states that:

"You cannot implement circular economy without all the people, who are in the value chain, commits and changes their business procedures. [...] The biggest challenge is that everybody has to agree and commit to doing it. If one denies, then everything stops. The big challenge, which

the public sector should address and work on, is to get people to agree on the same aspects, at the same time. Can one imagine that the private sector would do this alone? My answer is no unless someone spends resources on getting people engaged at the same time." (Damm, Appendix 3c, own translation)

Damm (Appendix 3c) thus points out the interdependency between actors and stakeholders, which Mikkelsen (Appendix 3d) also point out. The quotation also shows how the municipality has moved into a more complex agenda, where the municipality cannot solve the issues themselves, by being a controlling authority. Therefore, both interviewees point to the fact that the public sector needs to be able to promote motivation and engagement among the private stakeholders and steer the sustainable development in governance networks. Damm (Appendix 3c) explains, that the public sector:

"[...] should work on the concept of partnerships to an increasing extent, to create a concurrence in the transition according to the circular economy. Otherwise, we will not be able to deliver the circularity, as fast as we need to." (Damm, Appendix 3d, own translation).

In continuation of that, Mikkelsen (Appendix 3d) states that:

"The municipalities is in a position, where we can bring together the various actors, also conflicting actors, and make them work together because they really want to join. [...] and I think that this role will not become of minor importance in the future. The municipalities will in many cases become a platform, which is used to come together and develop." (Mikkelsen, Appendix 3d, own translation).

Thus, both interviewees place the municipality as a central actor in the green transition, but points towards a change in the role, and in the relationship of the larger system of society. The municipality should to a greater degree open up and spend resources on facilitating various governance networks and partnerships, that should encompass both local initiatives with companies, but also the development of legislation on a more national level. The aspects, which the interviewees point out, suggest a more interactive institutional structure, where the inter-linkage of various governance networks, supports the mutual understanding of practices and norms, thus a better understanding of the challenges and opportunities across professional sectors and societal spheres. Damm (Appendix 3c) expresses how:

"We have partnerships as a tool since we do not live in a world where we should assume control over the market [...] therefore circularity can only be implemented if there is a partnership between the public and private sector. So my hope is that we move into a "world of partnerships". We definitely need to." (Damm, Appendix 3c, own translation)

Both Damm (Appendix 3c) and Mikkelsen (Appendix 3c) suggest that partnerships should be embedded to a higher degree and that this is necessary since partnerships are the key to engage individual stakeholders in the contribution to sustainability issues. Furthermore, Damm (Appendix 3c) states, that the municipalities should be tied to legislation, that demands the establishment of partnerships of public and private actors in the waste sector, in order to

secure better recycling and in the long term a realistic path towards seeing waste as a resource. The municipalities would thus undergo a change in an institutional perspective, where the municipality's role would lean on metagovernance, that facilitates various governance networks (see section 5.1).

In spite of this, both interviewees describe how certain risks go with the establishment of a partnership between public and private actors. As mentioned in the sections above Damm (Appendix 3c) explains, that perhaps companies join NBE to stall the municipality. Furthermore, Mikkelsen (Appendix 3d) explains, that the municipalities work very path-dependent due to the fact that, when the municipalities use public funds on a project, it cannot just stop and it has to succeed. Mikkelsen (Appendix 3d) stresses, that taking risks is something the companies are better at and that the municipalities should be able to take a risk; Mikkelsen (Appendix 3d) states:

"I would say, that municipalities could improve their willingness to take risks in the work [...] We settle for doing just ten %, we have to try some crazy paths and thereby gamble a bit." (Mikkelsen, Appendix 3d own translation)

Mikkelsen (Appendix 3d) thereby touches upon some of the challenges of working in partnerships for the municipalities, where path-dependency and societal pressure, that leaves no room for mistakes, hinders the flexibility and the implementation of possible innovative solutions, that contribute more.

This suggests, that when the municipalities are steering and managing the partnerships, attention should be paid to the fact, that sometimes the municipalities do not have the necessary competences to shoulder the burden of sustainable development. On the other hand, this argues for the use of partnership to promote the sustainable development, since engaging other actors, such as the companies that are more flexible, will contribute to the municipalities' overall sustainability strategies. Thus, partnerships are used to go where the municipalities cannot go themselves, while still being in some sort of control over what happens. Though, as the statements of both interviewees, there is room for improving the way in which the municipalities can work with partnerships for sustainable development.

Damm (Appendix 3c) and Mikkelsen (Appendix 3d) both speak in favour of integration of the New Public Governance paradigm as the institutional structure that will support the development of innovative ideas and solutions. Furthermore, they often refer to aspects of collaborative governance, that embrace the relational elements and the benefits of governance networks, that works consensus-oriented and deliberative. Though, as both interviewees point out, the institutional structures and different identities in the organisations still affects how the partnership approach plays out in practice, thus giving an impression of that it is still difficult to open up professional silos in general. In addition to that, both Damm (Appendix 3c) and Mikkelsen (Appendix 3d) question the climate partnerships (Ministry of Industry Business and Financial Affairs 2019b), and how much these contribute to the solutions of the complex problems within the fields of waste, water and circular economy. In continuation of that, Damm (Appendix 3c) expresses, how the climate partnership has misunderstood what lies in the concept "partner-

ships". Thereby, the interviewees both point towards the fact that stakeholders and actors in all spheres of society need to discover the benefits of the partnership approach.

7.3 Summary

The municipal partnerships initiatives of Network for Sustainable Business Development (NBE) and Go Green with Aarhus (GGA) are examples of how the municipalities have incorporated the concept of "partnerships". Both point towards the fact that the municipality's role has shifted from being a public control authority to a partner, that works for the mutual gains of both the public and private sector. Still, the partnerships are seen as a significant and key tool in the implementation of the municipalities' strategies and goals according to sustainability. The municipalities have realised, that in order to perform "better" according to sustainability, they have to engage the companies in projects, which cannot be regulated or controlled otherwise. To support sustainable development, the municipalities thus realise that the authoritarian control cannot be used since the sustainable development is placed within areas, that cannot be regulated. The partnerships is thus a response to the complexity of dealing with the sustainable development for the municipalities and thus a tool, through which the municipalities can take some sort of control back in the sustainable development, by being involved in the private sector. Though, it is important that the collaboration is based on recognition by both public and private actors, who realise that they are interdependent.

Nevertheless, the "new" relationships between public and private actors, have undergone a process, where trust had to be established, as this is essential for the involved actors in a partnership to commit and engage in the collaborative process. For both of the municipalities, building trust between municipality and company has taken time, which the management and maintenance of the partnerships do as well. Still, the allocation of resources to the partnerships has increased as the approach has proven beneficial.

Though, both Damm (Appendix 3c) and Mikkelsen (Appendix 3d) stress, that the partnership concept has still not become an integrated part of the way in which climate challenges are being managed. The municipality as a collaborative platform, that bring stakeholders together to develop solutions, are seen as the future role of the municipality. In continuation of that, both express concerns about the climate partnership, which support their argument, that there is a need for creating and institutionalising the partnerships approach to a higher degree, both locally and nationally (Mikkelsen, Appendix 3d, Damm, Appendix 3c).

8 | Discussion

This chapter will revolve around the discussion that deals with answering the sub-question: *How are the climate partnership of Waste, Water and Circular Economy changing the practice of partnerships working for the climate challenges?*

The following discussion will be centred around two themes: The role of the climate partnership as of the first period and which aspects the forthcoming processes of the climate partnership should focus on.

The former will focus on the role of the climate partnership by discussing what its process means for the contribution to climate challenges. Furthermore, on the basis of the conclusion in the first analysis, we will discuss whether the climate partnership follows the definition of partnerships.

In continuation of that, the latter will focus on the climate partnerships as "placing next to" other partnerships in society, in order to learn from the various experiences and aspects, which have been highlighted in the analyses. The discussion will revolve around, the differences between the municipal partnerships and the climate partnership, in order to reflect on which conditions there should be present in a process, for the climate partnership to contribute with innovative solutions for the climate challenges. In addition to that, we will turn our focus to the legitimacy and democracy that follows an institutionalisation of the climate partnership.

8.1 The role of the climate partnership

The climate partnership of Waste, Water and Circular Economy is a new initiative in the landscape of policy-making and the response to lower CO₂ emissions nationally. Still, some of the interviewees in the project, stress that the climate partnership of Waste, Water and Circular Economy, is similar to various other arenas, that focus on the same subject and involve the same actors. In spite of this, the scope of the climate partnership might be different from that of other initiatives. The interviewees generally compare the climate partnership to the Advisory Board for circular economy, though there is a difference in the purpose of the two initiatives. The Advisory Board for circular economy's purpose is to inform The Danish Government on

how to support a transition to circular economy in the private sector (The Danish Government 2017). While the climate and environment are mentioned, economic growth is the focus. For the climate partnerships the purpose is to development of solutions that can lower the private sector's CO₂ emissions and recommendations on how the regulatory framework can support this (Ministry of Industry Business and Financial Affairs 2019b). The climate partnerships is thus involved in a greater agenda, which can also be seen in the incorporation of sectors, that do not only involve private actors, but public actors as well.

Therefore, the purpose of the climate partnership initiative is new, posing as a new mechanism within society to address the climate challenges. Though, a partnership will only be able to contribute a great deal, under the right conditions (Van Huijstee et al. 2007, p.80). So, when the involved actors state that the climate partnership is similar to the Advisory Board for circular economy and other initiatives, it is fair to say that the conditions to contribute a great deal are not being established throughout the climate partnership's collaborative process - at least in the first period. The conclusions from the first analysis (see section 6.6), point towards the same impressions, since the collaborative process did not include the aspects associated with a successful partnership (see section 5.2.1). Sohn (Appendix 2e) expresses, that the climate partnership builds on top of the Advisory Board for circular economy, but that the recommendations are now put into an environmental context. It is thus more or less the same recommendations, just reflected in a new context, and that it is difficult to go further than what the climate partnership has within a short time period.

The short period of time the climate partnership had to prepare the final report, thus has an affect on the opportunities to go beyond the collection of suggestions from the involved actors. Nevertheless, it could have been accounted for by including the involved actors more in the process design and thus provide a clearer understanding of the purpose. Thereby, there could have been more time for developing new solutions or facilitating new processes, that could lead to learning and mutual understanding and recognition of interdependency. In addition to that, it is fair to say, that if an involved actor is invited to participate in an initiative, that ends up producing the same solutions and recommendations as usual, the incentives and motivation to participate will stagnate over time. For example, Cuculiza (Appendix 2a) explains, that it is important to work together, but he cannot see the significance of this particular climate partnership, since it is the same actors and stakeholders discussing the same subjects as in other arenas and summarise on existing knowledge.

The climate partnership does thus not establish an innovative arena, despite the fact that the terms of reference states how reduction of CO₂ emissions happen through the development of new products, services and business models (Ministry of Industry Business and Financial Affairs 2019b). However, the first period of the climate partnerships focuses on how the private sector can contribute right now. Schröder (Appendix 2f) expresses, that the development of innovative ideas and solutions have not been the purpose of the climate partnership. Still, if an innovative processes is neglected, the point of establishing a partnership (on the terms described in the first analysis, chapter 6) can be minimised. In continuation of that, establishing the climate partnerships, where the private sector is involved in wicked problems is in itself a

milestone in the national sustainable agenda, which most of the interviewees point out as well. In that perspective, the climate partnership initiative and the private sector's commitment and production of solutions (new or not) can be seen as innovation in the way governance networks and partnerships are used in a danish context. Nevertheless, the climate partnership ends up refraining from the possibility of utilising the unique opportunity of developing innovative solutions, that could contribute to the handling of the conflict in the waste sector and development of new solutions to the climate challenges.

As explained in the first analysis (chapter 6) the terms of reference left the process design, including who should be involved, up to the presidency and secretary (Ministry of Industry Business and Financial Affairs 2019b). The opportunity to create an arena, that brings together stakeholders in a new way was thus possible. Many of the interviews point to the fact that it is a problem for the climate partnership, that the municipalities was not involved. Though these actors have a connection to the public sector (Christiansen, Appendix 2g, Larsen, 2h, Winkler & Remtoft, Appendix 2c, Damm, Appendix 3c, Mikkelsen, Appendix 3d). Still, Busk (Appendix 2b), who represents private interests, state that the climate partnership might give rise to other more focused partnerships, which are more aim-directed within specific themes and that this perhaps would benefit the overall purpose of the climate partnership itself more. Thus, there is a recognition of the importance of working together with other partnership initiatives more locally, such as municipalities. In continuation of that, Sohn (Appendix 2e) explains that it is difficult for the presidency to go into a local embeddedness and be present at local initiatives and partnerships, but that existing partnerships have contributed to the climate partnership's process. Furthermore, Mikkelsen (Appendix 3d) stresses, that the projects, which the climate partnership might give rise to, will be executed by the municipalities, but also emphasises, that there is a branding value in the climate partnerships itself, and questions what it means when only the large companies sits at the table.

In addition to that, Damm (Appendix 3c) raises the question if the climate partnership will become an arena for lobbying for the industry associations and the private companies own interests, thus not fulfilling the purpose described in the terms of reference (Ministry of Industry Business and Financial Affairs 2019b). Still, Stig-Gyelling (Appendix 2d) expresses that lobbying cannot be taken out of the equation, since it is the industry associations' job. In addition to that, Busk (Appendix 2b) explains that the industry associations have the competences to go beyond the companies' interests. Being an industry association can thus be a difficult task, since it is expected that one goes beyond the member companies' interests, while these cannot be forgotten completely. This show that it is significantly important to make room for the exploration of mutual interests in a partnership, so that the conflicting interests does not hinder the whole process (Gray 2007).

Though, it is important to remember that, the role of the partnership is not determined by the first period, that gave room for the private sector to discuss recommendations, which would support the private sector in contributing to the national goals of a reduction in CO2 emissions. Still, the climate partnership has an affect on all the actors and stakeholders in the associated sectors and revolve around bigger agendas of more complex problems, that cannot neglect a

cross-sectorial approach. If the climate partnership does not encompass a thorough involvement and only focuses on the private sector, one could ask if the climate partnership lives up to the definition of being a partnership.

How is the climate partnership a partnership?

The climate partnership is defined as a partnership between The Danish Government and the private sector. Though, there are no signs of interactions among the politicians and the involved actors in the collaborative process, despite the fact that the The Danish Government has prepared the terms of reference and thus part of the process design, as mentioned in the first analysis (see section 6.2).

The purpose of the climate partnership is written down in the terms of reference, which works as the guiding principles, and must be followed by the climate partnerships. This is a different partnership practice in comparison with the municipal partnerships, where the collaboration is based more on how the companies and municipalities can become more sustainable - thus not specific goals, that need to be solved. The climate partnerships are thereby under a top-down pressure from The Danish Government, who set up deadlines and specific goals. This means, that the climate partnership must focus on delivering their recommendations according to very specific goals, rather than focusing on the process.

Additionally, section 5.1 suggests, that the state in governance networks are suited to contribute a great deal by taking the role of being manager and creator of various autonomous governance networks. This metagovernor role implies the ability to establish goals of interest and providing the frameworks under which the involved actors and stakeholder should interact. Though, it is a balancing act, between having control, while not taking full control over partnership and networks. Furthermore, the metagovernor role supports a result-driven approach that strives for "better" efficiency and innovation. Though, the amount of control, which The Danish Government has over the climate partnership results in being more of a rule-driven approach, where the climate partnership neglect the processual aspects, to perform and deliver.

This could suggest that the steering and the metagovernor role should make more room for the processual aspects in the frameworks, under which the climate partnership works. The focus on specific goals, also adds to the complex situation, which the public and private actors find themselves in. The complexity is increased, when the conflicting interests meet under the pressure to deliver specific goals, without the time to manage potential conflicts. Thereby, the differences are drawn up and perhaps shown to a greater extend among the actors.

Still, the climate partnerships are running as long as the terms in office (Pedersen, Appendix 1b), and there are thus possibilities for more interaction and collaboration in the long term, which support the management of the conflicts. This aspect, is also highlighted by Mikkelsen (Appendix 3d), who stresses the importance of establishing a dialogue between politicians and private actors, to create solutions, that will contribute to the sustainable agenda.

Establishing an arena, where the private sector's interests are in focus, does not follow neither the literature of partnerships or of governance networks (see section 5) and the conclusions of the analyses. Furthermore, the definition of a partnership in this project (see section 5.2) stresses that to be defined as a partnership, two or more spheres of society must be involved in a non-hierarchical process, where the focus is on a sustainable goal (Van Huijstee et al. 2007). So, when the climate partnership has no interaction with The Danish Government, and if the public actors are not the focus of involvement (see section 6.6), the climate partnership thus lean towards being a private-private partnership, despite the fact that the subject matter concerns both public, private and even citizens to some degree - at least in the first period.

The arena that is established does not encompass a cross-sectorial approach and mainly leaves the negotiations to the private actors. Though, the waste sector is mainly managed by the municipalities, which thus pose as a key actor, but are still not part of these negotiations (Christiansen, Appendix 2g, Winkler & Remtoft, Appendix 2c). The climate partnership's recommendations demand a change in the societal structure associated with the organisation of the waste sector, without making room for real negotiations with the municipalities. Though, these large scale changes to society are not supported by strategies or action plans. Thereby, there is a need to develop solutions with all affected actors, since these changes cannot happen otherwise (Damm, Appendix 3c). Therefore, the function of the climate partnership ends up being an arena for particular opinions, rather than all opinions. These considerations refer to the legitimacy and democracy of the climate partnership's processes.

Legitimacy & democracy

The establishment of arenas, such as the municipal partnerships and the climate partnership, come with the general concern of transparency and accountability related to network governance (Keast 2016). Additionally, some researchers emphasise that the processes in governance network are having negative effects on the democracy and legitimacy of decision-making (Sørensen & Torfing 2007, Brinkerhoff 2007). On the other hand, there is research that point towards the fact that legitimacy and democracy can be strengthened compared to other policy-making processes. Though, the democratic potential that governance networks hold fails if the governance networks become arenas of conflicting interests, where some stakeholder are excluded (Sørensen & Torfing 2007). It is thus important to be aware of who are involved in an arena, but also who are not. Furthermore, being invited into an arena does not mean that democracy and legitimacy are accounted for (Keast 2016, Sørensen & Torfing 2007).

If there are no contact and no control measures, the purpose of a metagovernor falls apart. Still, it is a balancing act. Partnerships should work autonomously, which is also important for the collaborative process since the actors form a relation trough the process (Gray 2007). Still, without a proper framework, that sets clear goals and structures, control is lost (Torfing 2016).

Ambitions of having a very involving process were high at the beginning of the process (Schrøder, Appendix 2f). Despite the fact that the invitation has been broad, some concerns can be raised

on the true legitimacy, when it comes to the outcome and the possibility for the involved actors to influence outcome and result. So, despite being able to show a long list of involved stakeholder in the final report (Dansk Industri 2020), it does not say anything about the process, which shows the true involvement, including how the involved actors had the opportunity to influence the process or not. The transparency of the process thus becomes a bit unclear - both in the investigations of this project, but also by the actors, who were involved (Winkler & Remtoft, Appendix 2c), since it is pointed out, that they did not have an overview of what was going on.

In addition to that, a discussion of how broad the involvement should be is relevant in relation to how various stakeholders of society could contribute. The involvement of NGOs and knowledge institutions pose as a great addition to collaborative processes, since Schrøder (Appendix 2f) mentions, how knowledge institutions are key in innovative processes. The legitimacy is enhanced by involving knowledge institutions, which can support the climate partnership with new knowledge of interests, thus providing new insights and perspectives. NGOs could add to the democratic value since these represent other interest than that of the municipal and private interests. In continuation of that, the citizens also pose as a stakeholder. Though, the common layman might have difficulties manoeuvring in an arena on a national level with a strategic focus. Still, it appears of the final report, that a citizens convention has been involved, despite not being mentioned by any of the interviewees. Though, by involving The Danish Government, public actors and NGOs more in the process, the democratic deficit of not involving the citizens could be accounted for. The processes should still be available for the public and be open for involving the citizen along the way as these also hold specific knowledge - an example could be the citizens' perspective on sorting waste domestically.

Gray (2007) points to the fact that if the partnership does not ensure broad representation, there is a risk that the stakeholders, who feel excluded, will work to stop the implementation of the partnership's outcome. The outcome of the climate partnership of Waste, Water and Circular Economy has been discussed in the public debate, where the conflicting sides discuss the outcome's reliability, thus indicating that the process has not taken care of all affected interest. On the other hand, those managing the climate partnership are placed in a new position, where they need to be responsible for a decision-making process, where they before had the task of lobbying for their interests. As expressed above, it is a difficult task to manage a partnership process, when the situation is unfamiliar (Ansell & Gash 2008). That being said, it does not mean that the climate partnership of Waste, Water and Circular Economy is not able to change the path to a partnership that contributes to a more legitimate and democratic governance process. This will be further elaborated in chapter 9.

The section above suggests, that the role of the climate partnership of Waste, Water and Circular Economy poses promising opportunities, but that there is a need to address the aspects of the collaborative process and create an arena, where the conflicting interests are managed and the involved actors can focus on mutual goals in a collaborative manner. It can thus be argued, that the role, which the climate partnership has within the existing institutions and society in general, is perhaps not as an actor that contribute to climate challenges with

new solutions. In spite of this, the climate partnership sets a new agenda and contribute to the debate and discussions of how to overcome the climate challenges, thus proving to have a significant impact on society.

In continuation of that, the climate partnership constitutes a new way of dealing with the climate challenges and thus suggests a change in the institutional design of the way which climate and environmental aspects are dealt with nationally. The complication of this is, that if the climate partnership and the associated approach of the first period are institutionalised, then the involved actors and politicians miss out on the benefits of co-creation, that demands a cross-sectorial approach. As many of the interviewees point to, there is a need for establishing an arena, where the public and private actors in the waste sector can work together and thereby contribute with solutions (Appendix 2, Appendix 3). Though, the question is how to facilitate the collaborative processes and which conditions that should be present in order to develop an arena of co-creation and innovation, that contribute to the climate challenges.

8.2 Towards utilising the potentials of partnering

The discussion above shows, that the climate partnership does not succeed in utilising the full potential of being a partnership. On the other hand, it should not be forgotten, that climate partnerships are a new initiative in the landscape of environmental and climate policy and in the partnership practice in Denmark. The short period of time has had an effect on what was possible to accomplish, but the forthcoming processes might as well utilise the potentials of partnerships, by setting up an arena that makes it possible to work innovative, which encompasses the promises of co-creation.

8.2.1 Discussion of partnership practices for climate challenges

In general, there are many different ways, of using partnerships, where this project has focused on the climate partnerships and two municipal partnerships since the reflection of existing partnership practice support the understanding of our case. There are important aspects where the two partnership approaches must be different as they are applied to different levels of society, making them not completely comparable. So while the municipal partnership practices support answering the research question, all experiences cannot just be accepted as being valid for the climate partnership and its purpose. Still, the involved actors in the climate partnership enter an arena, which they have not been in before. This arena involves both public and private actors and operates on a national scale, which thus pose a tremendous task to manoeuvre in and manage.

Working nationally, the climate partnership involves far more stakeholders, which create more complex and larger networks of various relationships, than in the municipal partnerships. The complexity of managing this is enhanced by the geographical boundaries (Fogsgaard & Qvist

2018), which the involved actors must cross and thus pose as a greater challenge to the management, than that of the municipalities. This means, that the involved actors do not have the same opportunities to interact than it would be on a local level. Thus, if there are conflicts, that pose as difficult to resolve, due to the fact that it involves a lot of stakeholders, who cannot meet easily, "trenches can be dug", which fuel the conflicts. This means, that due to the lack of interactions, which are difficult to set up because of the amount of time and resources, the conflicting interests in the climate partnership adds to the sense of "us versus them" (Ansell & Gash 2008). So when Damm (Appendix 3c) can have various meetings with a company, in the beginning, a collaboration, the climate partnership will struggle to be capable of doing the same, due to the number of stakeholders.

The formation of the climate partnership has different aims than municipal partnerships. The municipalities work with developing specific solutions, which can be implemented in the companies in order to achieve the municipalities' sustainability goals. The projects are therefore more specific and tangible, which makes it less complex and easier to locate the resources needed to solve a certain task. This is also pointed out by many of the interviewees, who explain that when the project gets more specific, then the private sector can see the benefits (Appendix 2, Appendix 3). Having equally specific aims in the climate partnership poses a greater challenge. This can, for example, be seen in the conclusion from the first analysis (see section 6.6). When subjects get specific, it is difficult to work consensus-oriented, so the climate partnership does not have the same preconditions to work with tangible solutions as the municipalities. Though, the literature presented in chapter 5 point towards that governance networks and partnerships are suitable for contributing to decision-making processes dealing with national policies on climate and environmental aspects. It thus poses as a balancing act according to how specific the climate partnership and its outcomes can be.

Though, as the process shows, the climate partnership should perhaps focus on the more strategic aims, which the vision of 90 % recycling of all waste is an example of (Dansk Industri 2020), since most of the involved agree with this vision. The problems seem to arise when the involved actors turn to more specific actions and solutions. As expressed above, industry associations must take care of their members' interests. So, when subjects turn in the opposite direction of their interests, the industry associations must reject. Thereby, attention should be focused on what the involved actors can agree on in the beginning, which sets the scene for more specific discussions - that do not neglect some actors' point of view. Keast (2016) points towards the establishment of an antagonistic arena, where conflicting interests are seen as an unavoidable, but the support of the development of good decisions. So, focusing on developing strategic frameworks that guide the more specific actions and development of solutions will ensure more consensus-oriented implementation, while avoiding a conflict escalation.

The magnitude of stakeholders and the national aim, suggest that the climate partnership establish a different practice than what the involved actors are familiar with. Thereby, it is shown that there is a difference in the function and types of partnerships, spanning from local to national and over sectors. Still, the climate partnership is new and is in its maturing phase, were leaning on the municipalities' experiences according to the processual aspects, can support

the establishment of a successful climate partnership.

A key element in the collaborative process is to establish and build trust among the participants, as both Damm (Appendix 3c) and Mikkelsen (Appendix 3d) express. Thus, a lot of time and resources have been used on this. The complex nature of sustainability (Biermann et al. 2007) makes it hard for stakeholders to work together. In the case of the climate partnership, this complexity and difficulty are enhanced, since a lot more interests are affected. The differences in the cultural, professional and authoritarian boundaries, which Fogsgaard & Qvist (2018) describe as affecting a partnership's process (see section 5.1), will thus be more difficult to manage and navigate in.

Though, these differences in identities also pose as potentials for creating innovation (Sørensen & Torfing 2018). Therefore, spending time and resources on building trust among the various sectors and professional silos, support a shift to utilising the innovative force, which the arena of the climate partnership holds. Still, trust-building should be seen as a main goal throughout the whole process and not just in the beginning. The importance of focusing on trust throughout the process, is based on the fact that it cannot be assumed that the same representatives will participate in the long run. There might be job changes, or the involvement of new actors, who will thus be new in the climate partnership. Furthermore, sharing information and brokering, for example through an online platform such as the website of NBE, provides transparency, and reassure the involved actors that the process is open (Ansell & Gash 2008).

In addition to that, the involvement should encompass the right set of actors (Sørensen & Torfing 2007) and thus secure the representation of all interests. Though, for this to work out in practice, it is important that stakeholders recognise the benefits of partnering. So, when some of the involved actors in the climate partnership, such as Winkler & Remtoft (Appendix 2c) join due to the fear of missing out on certain agendas, mutual benefits are not established or work as the motivation. Focusing on trust-building supports this and is therefore important. In continuation of that, having periodical and scheduled evaluations is mentioned by Mikkelsen (Appendix 3d) as enhancing the commitment of the involved actors and could thus contribute to opening up the collaborative process in the climate partnership. Where GGA uses periodical evaluations, NBE uses an online platform, to support internal and external communication. These aspects would enhance the involved actors' sense of ownership over the process (Gray 2007) and address certain obstacles and conflicts that may arise.

8.3 Summary

The discussions above show the significance of incorporating more processual aspects in relation to establishing a climate partnership, that produces solutions for climate challenges. The role the climate partnership has had in the first period ends up producing the same as other initiatives (see the discussion above in section 8.1), despite having promising potentials. Still, with the establishment of a new initiative, it is difficult to expect the processes to run smoothly,

which were the case at the beginning of the municipal partnership initiatives as well. The climate partnership is a new arena in the landscape of climate challenge and environmental policy-making in Denmark, that under the right conditions could improve the solutions and outcomes. These conditions should be based on a more transparent, legitimate and involving arena that bring together politicians, the private and the public sector (perhaps even civic society to some degree).

Thereby, the climate partnership suggests a change in the way, which partnerships are used in practice since the findings in the discussion show that the climate partnership is not completely comparable to the municipal partnerships. The number of stakeholders, the national purpose and the management of a collaborative process that has to deliver on a specific set of goals, set by The Danish Government is all aspects, that add to the complexity of working together in the climate partnership. Thus, there is a need to develop a new and unfamiliar partnership practice, which the involved actors in the climate partnership will be part of establishing. The discussion shows, that this shift in practice, demands a change in the role of the climate partnership, that does not lean towards the public or private sector but includes both in an equal manner, where mutual agreements frame the processes. The findings of this discussion are summarised in the recommendations of this report, which can be seen in chapter 9.

9 | Recommendations

As a result of this project and its findings, we can identify a number of recommendations for the forthcoming processes of the climate partnership. The recommendations revolve around how the forthcoming processes can meet the necessities of developing innovative solutions for climate challenges. Overall, there should be greater attention to the process and the interactions between all involved actors. Though, attention should also be turned to *learning* as it goes across all of the recommendations. The climate partnership is new, meaning that opportunities, that have not been uncovered in this project, might still lie within the processes, thus proving the significance of learning throughout the forthcoming processes and make room for improvements and adjustments.

Focus on strategic goals

We recommend that the climate partnership should focus on the creation of strategies, which the stakeholders can agree on - the vision of 90 % reduction of all waste fractions is a great example of this. Focusing on areas of agreement poses as a more involving approach, where the feasibility is determined on a foundation of mutual understanding and recognition of problems. Nevertheless, certain subject matters will have to be specified at some point but should be seen as one among many means for contribution to the overall strategy.

Other than a goal-oriented strategy, the climate partnership and the involved actors should develop process-oriented strategies, that guide and support the collaborative process. By involving all actors in this, the scene is set for an open and transparent arena, which ensure that the involved actors trust the process and each other.

Empower the leadership

The leadership should be constituted by a collaboration between The Danish Government (ministries), the presidency and the secretary. Officials from the ministries should be more active and could ensure more specification of tasks and procedures for the climate partnership. Furthermore, this will support a mutual understanding, which is necessary in order to get policy to meet practice.

In addition to that, the tremendous task of managing a national partnership should be recognised and accounted for, by supporting the leadership with facilitation skills. These skills

encompass conflict handling and the competences to spark the innovative forces among the involved actors.

Involvement and representation

The climate partnership must focus on that all affected stakeholders have the possibility to contribute to the subject matters. Thereby, there is a need for an internal discussion of who can contribute and also if there are some stakeholders, that are being excluded. If the climate partnership does not succeed in involving the right actors, the legitimacy of the processes will be questioned and thereby also the outcome of the climate partnership.

Make room for processual discussions

The climate partnership's focus on results, rather than process pose as a big obstacle for developing solutions together. We recommend, that the conflicting interests are dealt with, instead of neglecting them. The arena should make room for disagreements but also pose as an arena where the involved actors together can find ways that will untangle the conflicts so that these do not hinder the process.

Therefore a set of ground rules should be established so all in the climate partnership know how to handle possible disagreements. The ground rules can be created on the basis of a worksheet sent out to all participants, that work as a foundation for establishing them together, when stakeholders meet physically. Thereby, all involved actors will have the possibility to reflect on how the process should be managed. It is essential that the sense of "us versus them" is softened and that differences do not create an antagonistic arena but are seen as having positive aspects if managed collectively. Additionally, a periodical evaluation will support, that all actors can identify with the process.

Better communication through an online platform

An online platform can make it easier for the involved actors to stay connected to the climate partnership while being separated in various parts of the country. The online platform with news, interesting insights and information about the processes will support that the involved actors gain trust in the process.

Additionally, it will create a transparency of the process for other affected stakeholders and thereby achieving a more legitimate process. The platform can be managed by the secretary as they are the ones having a broad view of the process. Thus a better communication on all levels can be reached to a higher degree.

10 | Conclusion

As a contribution to climate challenges in Denmark, the climate partnerships between The Danish Government and the private sector were launched in November 2019. The new initiative spans over public and private stakeholders on a national scale that have not been seen in Danish environmental policies before. The complexity of the climate challenges and the number of involved stakeholders make it interesting to understand how the processes within the climate partnership are working out in practice. This project has thus been concerned with the internal processes and dynamics in one of the climate partnership and answers the research question:

How are the climate partnership of Waste, Water and Circular Economy establishing an arena, that comes up with solutions to the complex problems of climate challenges?

The first analysis (see section 6) showed that the climate partnership of Waste, Water and Circular Economy focused its involved on the private sector mainly throughout the process. Private actors sit in the presidency and the secretary of the climate partnership as well and have had a lot of influence - both on the process and in the selection of the final recommendations. Generally, the process has not been able to account for the various interests or address important processual aspects, which are necessary for the partnership to work successfully. In continuation of that the conflicting interests in the waste sector, creates a sense of "us versus them" between the involved actors, thus proving to be a significant aspect, that should be dealt with in a collaborative process, though this is not being handled or address throughout the process. The short period of time, which the climate partnership had to prepare recommendations, have had a significant impact on the process as well. The climate partnership is thus not able to establish a new arena in its first period, that contribute to new solutions to the climate challenges.

The second analysis widened the project's perspective and sought to investigate the experiences of how the partnership practice is used in the municipalities of Aarhus and Aalborg. The analysis showed that partnerships between municipalities and companies are used as a way to implement the municipalities' sustainability strategies. This is thus a recognition of the fact that the municipalities are dependent on the companies promotion of sustainable development, while not being able to control this as an authority. The partnerships allow that the municipalities retain some sort of control. Though, the mutual benefits of partnering are recognised by both parties and is built upon trust, which is essential for the partnerships to work. Trust-building takes time, and periodical communication and evaluation of the partnership are necessary. Both

of the municipalities point to the fact that there is a need to develop the partnerships both locally and nationally.

The findings of the two analyses work as the foundation for the discussion, which revolved around the role of the climate partnership and how it changes the way in which partnership play out in practice.

The discussion suggests that the climate partnership experience a top-down pressure from The Danish Government and that this means that the focus lies on results, rather than the process. The specific goals set by The Danish Government adds to the complexity of working with the climate challenges when the subject matters concern a lot of stakeholders. Due to these aspects, the climate partnership can be seen as a change in the practice of using partnerships for climate challenges. Furthermore, the discussion shows that the climate partnership cannot be compared to the municipal partnerships, but can learn from the processual aspects, such as aim, trust-building, communication and evaluation, which are necessary in order to manoeuvre in the complexity and contribute with new solutions to the climate challenges.

It is recommended in this project, that the process in the climate partnership should focus on areas of agreements and have a more strategical aim, which all involved actors can identify with. Furthermore, The Danish Government should be more involved in the processes and ensure a more legitimate process and more collaboration with the professionals of the sectors. In addition to this, the communication should generally be improved. This can be done by the establishment of an online platform, that makes the process more transparent. Additionally, there should be more time for evaluation of the process with the involved actors. This supports a more collaborative process, where the involved actors are working in an equal manner. In continuation of that, it is important to make sure that stakeholders are represented and involved in the processes. The recognition of interdependency and establishing trust are essential for the forthcoming processes in the climate partnership.

All in all, the climate partnership offer immense potentials but do not create an arena, that brings together affected stakeholders in a collaborative process, where conflicting interests are being managed, leading the way for developing new solutions and ideas together. At least not in the first period. Though, the forthcoming process of the climate partnership can turn towards a more successful partnership, by focusing on a number of processual aspects, which can partly draw on the experience of other partnerships and from the recommendations of this project.

11 | Perspectives on methods

This chapter will discuss the limitations of this project's methodology and reflect on these.

In this project, the process of the climate partnership of Waste, Water and Circular Economy was analysed to gain knowledge of how this new partnership initiative plays out in practice and what its role is in the field of climate challenges. To do so, we had the possibility to interview eight of the involved actors in the climate partnership out of approximately 80 participants. Dansk Industri (2020). Additionally, we investigated the partnerships managed by two municipalities.

We experienced that due to GDPR, it was not possible to get in contact with the involved companies, which would have supported analysis 1. We came in contact with Cuculiza (Appendix 2a), because The Danish Industry Association posted a video of him being part of the workshop, otherwise it was not possible to get in contact with companies. If we were able to have more interviews with the companies we would be able to get a better understanding of how companies see the climate partnership. Our analysis and interpretations are thus based on one actor from companies. It would have been interesting to get perspectives from different types of companies so that the analysis both encompassed big companies, but also the SMEs. Though the industry associations managed the companies interests and we had to settle for this as being the second-best option since trying to get the industry associations to recruit interviewees for us through e-mails with the companies was not possible. Instead, we focused on the all the actors, which could be seen in the climate partnership's final report, which let us to having eight interviews, that ended up reaching overall "types" of interests; companies, presidency, secretary, industry associations (public and private).

In addition to that, we planned on participating in arrangements concerning the climate partnerships, such as the meeting between the various climate partnerships at the beginning of April, which was cancelled due to the COVID19. We wanted to participate in this shared meeting of the involved actors, which would have supported our analysis regarding the interaction between the actors. By attending to the meeting it would be possible to get in contact with more actors, which could have supported analysis 1. By being able to observe the interactions, seeing who was participating and being able to conduct face-to-face interviews, could have brought forward many more interesting aspects, explanations and insights.

Another aspect was the timing of this project. Because the climate partnerships were a new initiative, the activities took place simultaneously as our project. Therefore, it can place the interviewees in a difficult situation as they are interviewed while the process is still running and simultaneously speak openly about the process. It was clear to us, that some interviewees could not express their true opinions about the processes and dynamics, due to the fact it would be disliked among the other involved actors, which they work together within many constellations.

In continuation of that, it is important to bear in mind, that our interviews took place at a certain time in the climate partnership's processes, and involved certain actors. The findings we have gained are thus influenced by the perceptions and experiences the involved actors had at that time according to the activities in the collaborative process. So if one were to follow the process more, and interview the same or other involved actors, the descriptions and findings would be different as it would be based on other processes and thus other experiences. This perspective is also accounted for in our scientific approach in section 3.3.

Furthermore, we are basing our empirical research on one method. Throughout the project period, we considered using a questionnaire as well, as the methods could provide us with a lot of information. Still, the interviews and the quality and in-depth focus interviews have, has been essential, though questionnaires could have supported our understanding of some aspects. The use of a questionnaire would have provided a more general overview of how the involved actors feel about the processes and dynamics in the climate partnership, without spending a lot of time on interviews. As expressed in the methodological considerations (see section 4.2), choosing interviews, one loses something in the breath, while gaining in the depth of a certain phenomenon, which has been key in this project.

An insight that remains untouched in this report, is the observation of how the interactions between the involved actors work out, which could show more than the interviewees express. At the beginning of this project, we planned to develop a research design based on action research. Our role would thus have taken a more proactive turn, where the methods would lean more towards the workshop and/or focus group interviews, which are useful to observe the interactions between the interviewees. Additionally, by planning a project based on workshops, we would have been able to focus on and develop a workshop design, that would encompass and focus on some of the collaborative aspects mentioned in our conceptual framework (see section 5). Furthermore, approaches that would support innovation and co-creation could be included in this design. Thereby we could test how these aspects would work out in practice if the involved actors had to address these - for example working on mutual agreements, conflict handling etc. Herein lies the strength of doing action research, since it both provides insights for the action researcher, but also support the learning amongst the practitioners. Thus action research bridge the gap between science and practice, and thereby poses as a relevant next step on the basis of this report.

12 | Appendices

12.1 Appendix 1

This appendix presents the interview guides and notes of the "information round."

The interviews with Rasmus Pedersen and Kenneth Jensen were conducted by just one from the project group. Therefore, notes were not taken to the same degree as the other interviews in this report

Appendix 1a: Interview with Inge Nilsson

Hvad er jeres tilknytning til partnerskaberne og hvad skal I bidrage med? Har I været med i løbet af klimapartnerskabernes arbejde?

Formål er at reducere drivhusgasser og styrke robustheden. Formidle viden til alle aktører, virksomheder, rådgivere politikere. Alle der vil bevæge sig i en grønnere retning vil Concito gerne støtte. I partnerskaberne er det faglig viden, hvordan der tænkes på tværs. De er et par stykker hvor concito har været en del af arbejdet. Og et par stykker hvor de har givet faglig input. Partnerskaberne har taget fat i Concito. Connie sidder i bestyrelsen og en plads ved det grønne erhvervsforum. Ni ud af 13 har været inddraget på forskellige måder.

Mere indblanding?

Nej, de ønsker ikke at være politisk inddraget. Sådan ergere Concito ikke. Concito ser hvor de kan bidrage mest, og det er den faglige resource. Nu kommer den svære del at få omsat alt arbejdet til en klimahandlingsplan. Det kræver at man tænker på tværs af de forskellige klimapartnerskaber.

Hvordan foregår det i Grønt erhvervsforum? Også fremover?

Det er kun Connie Hedegaard som har en plads. Ikke Concito. Concito ved ikke hvordan det forsat kommer til at forløbe. Alt politisk opmærksomhed er på Corona lige nu.

Synergi -> virksomhed. Offentlig - private. Project zero i Sønderborg. Der er flere eksempler.

Det særlige er at det dækker hele fladen. Et sådant struktureret forløb er ikke set andre steder. New Zealand er meget ambitiøse i forhold til klima.

Klimapartnerskabernes fremtidige arbejde? Lukker det helt ned eller?

Det er vigtigt at se på dem samlet. Nogle er mere samfunds fokuseret. Concito ved ikke hvad der skal ske videre. Måske der kommer en samlet opgave.

Hvilke potentialer ser du/I i at køre videre med klimapartnerskaberne og hvordan kan sådan en konstellation se ud?

Der kommer et videre forløb. Nogle har fungeret godt. Hvor andre har fungeret mindre godt. Nogle er trådt ud. Er der et fodslag til at arbejde videre.

OK trådte ud ad tung energi. Han har ikke underskrevet rapporten.

Kontaktflader mellem partnerskaberne?

Ingen tværgående kommunikation. Forbehold for det tværgående, da de ikke har arbejdet med dette. Valg som ikke kan træffes af det enkelte partnerskab.

Hvad bør man gøre med det samme! Andre hvor der skal vælges, hvor analyserne skal komme på tværs. Det springende punkt er reguleringen for de forskellige brancher.

Appendix 1b: Interview with Rasmus Pedersen

Vil du kort fortælle om din stilling ved Erhvervsministeriet og hvad din rolle har været i forbindelse med Klimapartnerskaberne?

Hvilken rolle spiller Erhvervsministeriet i de enkelte Klimapartnerskaber?

Hvilke overvejelser har der været i forbindelse med sammensætningen af klimapartnerskaberne?

Skal lave en plan for hvordan deres egen sektor kan bidrage og hvor langt er de med den grønne omstilling. Og også hvad er det regeringen kan hjælpe med ramme forskning og anbefalinger.

Hvilke overvejelser har I gjort jer i forhold til hvilken indflydelse designet af partnerskaber har på de resultater der kommer frem?

Hvordan har optakten til organiseringen været inden offentliggørelsen?

Hvordan har modtagelsen været fra de forskellige partnerskaber?

Hvad er årsagen til at det ikke er et længerevarende partnerskab, men at største delen af arbejdet ender efter indlevering d. 16 marts?

16 marts er foreløbige resultater pga stram tidsperiode - men de skal fortsætte og måske kunne man have nogle bedre køreplaner klar måske i efteråret. men flere møder i grønt erhvervsforum, og mere implementering fremfor at klimapartnerskaberne skal finde på nye ting og sager.

Er der nogle fordele ved at fortsætte samarbejdet? Hvorfor holder man ikke fast i denne konstellation, når arbejdet mod 70 % reduktion i GHG emissioner, kræver at erhverslivet bidrager meget?

Hvordan sikrer I at det indleverede arbejde er brugbart og anvendeligt?

Hvad er processen fremover - Grønt Erhvervsråd og hvordan får vi virksomhederne med på den grønne omstilling?

Appendix 1b: Interview with Kenneth Jensen

Hvilken rolle spiller DI i forbindelse med klimapartnerskaberne - nogen du/I har særlig forbindelse med?

Hvordan har optakten til klimapartnerskaberne været før offentliggørelse?

Hvordan fandt man ud af hvem var med, herunder aktører i Grønt Erhvervsforum?

Hvorfor de her 13 klimapartnerskaber og hvorfor disse formænd/hovedpersoner?

Hvordan har de 13 klimapartnerskaber arbejdet med opgaven frem mod aflevering i midt marts? Hvor meget mødes man?

Hvad er det for nogle løsninger, man gerne vil frem til i klimapartnerskaber

Hvilke udfordringer har det været?

Hvordan er parternes motivation/engagement?

Hvad er udsigterne for klimapartnerskaberne? Er de med hele vejen mod 2030?

Der bliver oprettet et grønt erhvervsråd, der kører mod 2030 - man samler formændene og nogle andre. start april konference. Ingen har helt styr på processen fremover - heller ikke helt hvad den grønne erhvervsråd

12.2 Appendix 2

This appendix presents the interview guides and notes of the "involved actor" round.

Appendix 2a: Interview with Franz Cuculiza

Hvad har din rolle været løbende gennem processen? Hvordan har du deltaget?

Fik en invitation til workshoppen Franz har også været med i andre større projekter (Regeringens Advisory board, været med til at hjælpe politikere osv) omkring cirkulær økonomi som blev brugt i klimapartnerskaberne. Har ikke indsigt i resten af processen.

Hvad betyder det for din virksomhed at deltage i dette klimapartnerskab?

Ved ikke hvilken betydning det her klimapartnerskab har, når det er som om at vi har haft den her slags fora før. Synes det er vigtigt at man arbejder sammen.

Hvad synes du om de arrangementer og metoder, der blev brugt? Hvordan forløb det på den første workshop i december? Læring i løbet af processen - mere indsigt blandt aktørerne? Og har de været modtagelige overfor dette?

Nej egentlig ikke, fordi han har siddet med de samme personer mange gange før.

Skaber klimapartnerskaberne innovation? På sigt?

Samler bare op på det vi godt ved - det er bare en ny rapport, der siger det rigtige.

Hvilke udfordringer mødte I på vejen og hvordan kom I uden om (eller igennem) dem?

Vi har ikke fået noget rent konkret ud af det, fordi der er den her politiske kamp. Det er måske svært at komme videre uden en afgørende rollefordeling.

Var der noget du savnede i processen frem mod aflevering i marts? Herunder tid → flere møder, teambuilding, organisering af partnerskab, på tværs med andre partnerskaber?

Synes at det var fint

Appendix 2b: Interview with Christina Busk

Hvem er Plast Industrien?

Brancheorganisation for virksomheder, der laver eks. vindmøller, plast emballage, genanvendelse virksomheder, maskiner, der arbejder med plast. Plast industrien dækker en bred dagsorden. Busk dækker det politiske -> plastindustrien har en profil om at de vil gå ind i de muligheder og udfordringer der er med plast, samarbejder meget med leverandørkæden for at finde løsninger.

Hvad er din/jeres interesse i deltage og hvorfor er det at I skal være med?

For at minimere co2 udledning hos deres medlemsvirksomheder. Har været med i flere klimapartnerskaber: produktionsvirksomheder, Vand, affald og cirkulær økonomi, Biotek og science og også handel.

Er du tilfreds med det i har afleveret? Er det en fælles rapport?

Sekretariatene har haft rigtigt meget at skulle have sagt. Politisk fokus - intern uenigheder. Svært at sætte modstridende holdninger sammen og forvente at de er enige. Dem der har haft kasketten på styrer det.

Hvordan er du/I blevet inddraget og hvordan havde de forskellige deltagere mulighed for at påvirke resultat og retning?

Rig mulighed for at bidrage, både med data og indspark. Folk skulle lære hvordan man lander kompromisser, så det er svært. Mindset blev ændret. Det er nemmest at skrive noget på den måde vi plejer, men det blev ændret, da nogle nævnte at vi alle skal kunne skrive under på det her og være med.

Hvad synes du om de arrangementer og metoder, der blev brugt?

Startede med en kæmpe stor workshop - alle var sammen, også virksomheder. Man skal være øvet som virksomhed, hvis man skal tænkte udover egen virksomhed - derfor har det været fint at de kun var med i starten og derefter varetog erhvervsorganisationer deres interesse. Senere en målrettet måde, med organisationer, hvor man var delt op i affald, vand og cirkulær økonomi - christina var kun med i affald og cirkulær økonomi. Klassisk workshop, hvor man bød ind med hvor man synes man kunne sætte ind. Processen var okay, men ikke minded på innovation.

Hvilke udfordringer mødte I på vejen og hvordan kom I uden om (eller igennem) dem?

Svært at levere CO2 beregninger på cirkulær økonomi f.eks. Det kom bag på formand og næstformænd hvor kompliceret forholdet politisk er.

Var der noget du savnede i processen frem mod aflevering i marts?

Det skulle gå så hurtigt, så processen er blevet opfundet undervejs og der er taget beslutninger løbende uden så mange tanker. Tid til at læse dokumenter igennem og kommentere på det, så det var svært.

Liberalisering af affaldssektoren (diskussionen) -> hvordan udspillede det sig?

Kæmpe kamp på det offentlige og private for affald - det er det sted hvor det har været svært at lande noget. Svært politisk. Parterne har prøvet at finde hinanden, men nogle har ikke rykket sig.

Samarbejde med andre klimapartnerskaber i processen - hvad tænker I der, når jeres område i høj grad er tværsektorielt - hvordan vil man kunne samarbejde bedre på tværs?

Alle formænd har mødt jævntligt og har aftalt hvem der tager hvad.

Jeres proces fremover, hvordan ser den ud?

Ikke så meget tydeligt omkring processen fremover - druknet i corona. Regeringen skal nu kigge mere på rapporterne. Ikke nogen præcis struktur for møder og partnerskabet.

Er der gavnligt for sektoren at være i sådant et klimapartnerskab her

På nogle områder. Det giver mening at samarbejde, men samarbejdet skal give mening - plussumspil. Lovgivning på områderne. Dele det op i nogle andre grupper måske. Mere målrettede smågrupper omkring forskellige emner fremfor de helt store temaer. Målrettet fokus -> inden for et bestemt tema, er der nogle specielle virksomheder som kan noget og derfor burde sætte sig sammen.

Mere inddragelse af aktører inden for sektorerne - samarbejde med flere virksomheder og kommuner måske?

CO2 dagsordenen er i hvertfald blevet skubbet igang, og data er blevet mere offentliggjort. Afføder måske flere muligheder og andre samarbejder (partnerskaber) gennem oplysning og fokus hos medlemmerne. Helt klar betydning for kommunerne og i praksis.

Appendix 2c: Interview with Nana Winkler og Niels Remtoft**Hvad er jeres interesse i at deltage? Hvilke potentialer ser du dette partnerskab rumme og kan rumme i fremtiden?**

Vi ville til start bare gerne være med - advisory board for cirkulær økonomi var jo kun for erhverv - vi ville gerne have vores synspunkt med. Vi var mere bange for at vi ikke fik nogen indflydelse (igen) - "hvordan kan vi gøre det mindst muligt slemt at der bliver nedsat sådanne nogle partnerskaber". Vi vidste ikke helt hvad det gik ud på i starten. Vores opfattelse er at folk ikke havde så meget styr på det - svært pga. tiden, generelt svær opgave. Kommunerne har ikke været en formel del af noget.

Hvordan er DAF blevet inddraget og hvordan havde man mulighed for at påvirke

resultat og retning?

Vi har sendt inputs ind. Workshop har vi stillet med direktøren og to medlemmer → det føltes som om det var spild af tid, synes Nana har hørt. Har haft mulighed for at påvirke og gjort hvad de kunne, men mikroskopisk impact. Har aldrig set de 300 forslag, som blev sendt ind. Uklart hvilke anbefalinger som kom frem → man kan se at det er DI og Camillas anbefalinger, så måske ikke så meget de andre involverede. Møde for organisationerne i januar: Har lavet mange kommentarer til det udkast de deltagende blev præsenteret for på mødet.

Hvordan har kommunerne modtaget de resultater partnerskaberne er kommet frem til?

Har ikke haft kontakt med medlemmerne endnu. Dårlige beregninger i rapporten. Vi ved ingenting om den forudgående proces.

Hvilke udfordringer mødte I på vejen og hvordan kom I uden om (eller igennem) dem?

Interessekonflikten som har forløbet altid næsten - Niels ville gerne have set at man havde glemt "rollerne" og sammen forsøgt at lave noget sammen.

Udfordringer og potentialer ved et offentlig og privat partnerskab/samarbejde?

Start med en mere konkret ramme - stille en opgave man kan løse. Offentlig og private skal samarbejde. Vores opfattelse er at kommunerne og det offentlige skal ikke være drift og praksis. I regioner og kommuner fungerer det - men når det bliver på branche og national niveau er svært. Svært at lave offentlige og private samarbejder er svære.

Appendix 2d: Interview with Simon Stig-Gylling**Hvad er jeres interesse i at deltage? Hvilke potentialer ser du dette partnerskab rummer?**

Har været til utallige arrangementer ligende ved dette. Ulempen ved denne form for arbejde. Den man sidder med har ofte egen dagsorden. Stig-Gylling er bundet op på et politisk mandat. Senere blev det indsnevet til dem der repræsenterer så mange som muligt. Et klimapartnerskab ændre ikke ved de interesser som findes inden for feltet. Det har kun været et halvt år. PPP kan være fint. Private og offentlige virksomheder er ikke enige om hvem der skal have fat i affaldet. Ingen tør at investere i sortering hvis der bliver besluttet noget nyt. Med affald, er der ikke noget nyt. Det som er anderledes er den politiske agenda/beslutning. Partnerskabet forpligter ikke. Det er gratis for virksomheder og myndighederne. Myndighederne skal beslutte/ indrette lovgivningen. Det er et godt initiativ. Bygge og ænlag super godt! AVCØ har været brugbart og godt, men det er ikke nyt det de har fundet frem til.

Er Dansk Byggeris interesser repræsenteret - i proces og rapport? Hvordan har Dansk Byggeri modtaget de resultater partnerskaberne er kommet frem til?

Vi ledte vores eget partnerskab, men vi ville også gerne være med i AVCØ. Konference + forslag +konference igen. Generelt at søge indflydelse, i denne omgang var det klimapartnerskabet. Efterfølgende laver vi en indsnævring. Vi skal stadig lobby for vores egne interesser. Det er meget ambitiøs mål. Bygge og anlag har 85% genanvendelse/nyttiggørelse. Det bliver ikke lavet om, for der er ikke mulighed for at genanvende endnu. Der er en del affald, som vil gå til nyttiggørelse. De offentlige aktører er ikke enige.

I er et klimapartnerskab med både offentlige og private aktører - hvordan udspiller sådant et samarbejde sig og hvilke udfordringer skaber det?

Byggeri og anlæg har været vild seriøst, og fået godt samarbejde. Det minder lidt om folkemødet. Det er ikke afholdelsen som betyder noget, det er mere op til. Det at arbejde om et fælles mål. Det handler meget om hvordan myndighederne griber sagen an. Kniven på struben, det skabte kreativitet. Hvis det var mere klart, så var der måske endnu mere kreativitet. Det er klogt politisk arbejde, eftersom man får aktørene til at tage ansvar for de forslag de finder frem til. Det skaber en mindre kritik. Green deal, fra EU. Man er meget interesseret.

Appendix 2e: Interview with Iben Sohn**Hvad har DI rolle været og hvilke ansvarsområder har I haft løbende gennem proces?**

Miljøområdet. 4 forskellige sekretariater. Sekretariatetsleder gennem hele processen. DI topmøde i september. November blev partnerskabet skabt. Formænd og erhvervsorganisation skulle være den samme. Det har været en meget travl periode. Ad hoc proces. De endelige anbefalinger har været svært at komme ud med løbende fordi processen var så kort. To sektorer, som er meget forskellige. Cirkulær økonomi kører på tværs af alle sektorer. Indkaldte alle tre i formandskabet til at finde frem til hvordan arbejdet skal foregå.

Kommisioriet, få krav til hvad processen skal indeholde. Hvordan vi skulle samles har vi selv måtte finde frem til. Bred interessant inddragelse. Vi startede med at afholde en workshop. Erhvervsorganisation, en række virksomheder. Alle havde 2-3 virksomheder med. Gate 21, Concito, universiteter. 60-80 deltagere. Fik en masse inputs. Og kunne også efterfølgende sende foreslag ind. Omkring 300 foreslag. I januar kunne de sammenskrives. Sparet med erhvervsorganisationer. Derefter skulle der regnes, og det var i februar.

Der er kommet lidt feedback efterfølgende. Det er svært i sådan en kort proces at få alle repræsenteret. Der har været stor opbakning. Udfordring hvor det er offentlige og private aktører. Hvem skal have adgang til affald. Vand har der været villighed om at finde kompromisser. vejene hen til målet er forskellige. Forsøgt at finde konsensus i målet. Klimadagsordene har ændret på andres villighed. Vi kan ikke undgå at der.

Er det en fælles rapport - bakket op af alle?

Mange bakker op om rapportens anbefalinger.

Var der noget du savnede i processen frem mod aflevering i marts?

Tid er en afgørende faktor for at kunne nå mere i dybden. Regne co2 effekten har været en rigtig stor opgave. Hvordan kan vi estimere tiltagene. Affald og vand har været de eneste hvor der har været direkte udledning. Meget dialog med de andre partnerskaber for at finde ud af hvor reduktionen tælle med.

Jeres proces fremover, hvordan ser den ud?

Den sidste tid var den intenst. Cirkulær økonomi fik mange partnerskaber anvendt. Alle formænd mødtes. Tidligere kortlagde de hvem der har overløb. Formænd har mødtes hver for sig. Sektorkører planer. Vi ved ikke hvordan det videre arbejde skal forløbe sig. Til efteråret skal der afleveres sektorkørerplan.

Vi kommer ikke til at gå mere i dybden med co2 beregninger. 14 indsatsområder. Tiltag. Hvad skal ske først mm. Hvem skal mobiliseres. En politisk ramme. hvem er forpligtet. Alle aktører skal med. Dem som har haft tid har været med. Den er ikke endelig fastlagt. Drøftelser med regeringen. Det skal times med regeringen.

Mere inddragelse af aktører inden for sektorerne - samarbejde med flere virksomheder og kommuner måske?

Eksisterende partnerskaber som har født ind. Men vi har ikke planer om at gå ned i enkelte projekter. For formandskaber er det svært at komme ud den enkelte kommune. Der er mange virksomheder, som er i gang. Der er mange lovgivningsmæssige spor som sætter grænser for de enkelte virksomheder.

Vil du sende mail ud til virksomheder?

Det kan jeg ikke nu, pga. corona, det er svært at bombardere med flere mails. Vi tager ikke nyheder med fra andre.

Appendix 2f: Interview with Lars Schrøder**Introduction**

Aarhus vand, en af de større virksomheder inden for vandsektoren. Lars er oprindelig ingeniør. Aarhus vand er en af de mere ambitiøse vandselskaber. National platform, som skal skabe vækst og eksport for vand. Mål at forhøje 20 mia. Optaget af den globale dagsorden, SDG, vidensdeling. Reduktion af vandforbrug ved forbrugeren. World economic forum -> bæredygtig samfundsvikling. Der er mange store veldrevne virksomheder i Danmark. Grundfoss, 96 %

bliver eksporteret.

Hvad har din rolle været og hvilke ansvarsområder har du haft løbende gennem proces?

I modsætning til de andre klimapartnerskaber. 2 sektorer slået sammen, med forskellige organiseringer. Cirkulær økonomi går på tværs af alle partnerskaber. Cirkulærøkonomi kunne godt være tænkt ind i kommissoriet. Camilla har gjort sig opmærksom på bæredygtighed gennem sin virksomhed. Emballage skal være så bæredygtig som muligt. Hun kunne vælge at være formand alene, men ønskede lidt mere faglig sparring. Lars skal bakke op om formanden.

Indsamling af data: Mødtes fysisk. Mange møder, hvor der har været enighed om de overordnede emner. Ambition om involvering af store og små virksomheder. Tro mod kommissoriet. En bunden opgave. Partnerskab mellem regering og erhvervslivet. Det var muligt også at tage andre med, men fokus var at det var erhvervet.

Hvordan havde de forskellige deltagere mulighed for at påvirke resultat og retning?

Invitere bredt. Stor plads til input. Hvis siger I om visionen? Finde en vision som erhvervslivet kan støtte op om. En fælles følelse af at der var stor opbakning i formandskabet. Ikke alle ideer kan ikke være repræsenteret i den endelige dagsorden. De innovative processer har ikke været en del af klimapartnerskabet. Meningen har været at få erhvervets input. Forskning og udvikling har også være med, men det har ikke været målet i sig selv. Innovation = universitet og forskere, det er sådan Lars forstår det.

Hvad vil I gøre til næste gang?

Skabe en åben proces for forskellige interesser. Lad os finde de steder hvor vi er enige. Fra at mødes til ideer. Kunne det være godt at kunne diskutere de ideer vi er kommet frem til. Hvis der blev anvendt et år til at tale disse igennem. Det er et input til regeringen. Det kan lade sig gøre, hvis I politikere gør således. Der kommer også flere processer hvor interesserne kan blive inddraget.

Jeres proces fremover, hvordan ser den ud?

Ingen ved rigtig hvad der skal ske.

Esktra kommentarer

Cirkulær økonomi fylder meget. Den tidligere regering fokuserede også på dette. Det er vigtigt at få den tværgående proces, eftersom det hænger sammen. Det er en ambition som har været helt fra starten.

Selvfølgelig skal de forslag som kommer verificeres af universitet.

Mange var kede af at deres kæpheste ikke kunne komme med.

Appendix 2g: Interview with Anders Christiansen

Hvad er jeres interesse i deltage? Hvilke potentialer ser du dette partnerskab rummer?

Tanken med Klimapartnerskabet har været at det kun er erhvervet. Dagordenen optaget KL meget. En vinkel er at det er meget sektor orienteret - silo. Det der er brug for er at tænke på tværs og i helheder. Vi kan ikke realiserer uden samarbejde. De udfordringer som skal løses. Teknologi er et behov + innovation mellem offentlige og private. Det er ikke et fokus klimapartnerskabet har.

Hvordan er KL blevet inddraget og hvordan havde man mulighed for at påvirke resultat og retning?

Event 3. april. De ved ikke hvad kommunerne tænker. DI har sendt ind til udvalgene. graden af uenighed, er forskellige i kommunerne. Vand -> større enighed. Affald - uenigheder. Der er ikke lagt op til partnerskab mellem offentlig og privat partnerskab. Indkøbs vinkel. Kommunerne har en anden tankegang, know-how. Kommunerne er ofte katalysator til innovation. Der er behov for flere partnerskaber.

Hvad betyder klimapartnerskaberne for det kommunale niveau? Hvad er jeres syn på det og hvad er på spil?

De er kommet med anbefalinger, men vi ved ikke hvad kommunerne mener. Udvinkling af forsyningssektor der er meget offentlig privat samarbejde der i mellem. Det kommunale synspunkt på fersiliteterne, som er kritiske. Affaldsindsamlingen skal opretholdes gennem krisen. Affald, der er en masse samarbejde. Det er kommunen som skal lave affaldsordninger, men det er primært private som står for indsamlingen. Det udvikler sig løbende, og vi skal blive bedre til at sortere. Mod den cirkulære økonomi. Hvor meget vægt skal partnerskaberne have. Øge genanvendelse, der skal være større fokus på produktet før genanvendelse. Kommunerne står på mål for genanvendelse.

Udfordringer og potentialer ved et offentlig og privat partnerskab/samarbejde?

Udfordring: typer af affald. DI, Der skal bare være 2 anlæg. Det er en vision. Men som vi handler nu, så er der langt igen. Flere partnerskaber peger KL på. Det er godt med en politisk styring.

Hvordan arbejder KL med partnerskaber for grøn omstilling?

Der skal være partnerskaber på mange planer. Mål 17. Tidligere fokus på borgernes affald, med fokus på genanvendelse. I den enkelte kommune, er der mange forskellige partnerskaber. Der er mange forskellige partnerskaber allerede. Store som små partnerskaber. Regionalt plan er der også partnerskaber. Understøtte erhvervet, i det lokale. Kommunerne har en ret stor rolle, som partnerskabet overser. Fra region til kommuner. erhvervsværksteder hjælper de små.

CØ skal være en integreret del i samfundet. Hvordan får vi de forskellige kompetencer i spil. Klimapartnerskaberne har øje på tilsyn. DI -> mere kontrol og bedre tilsyn. KL -> dialog, partnerskaber mm.

Hvilken udvikling er der sket på kommunalt niveau ift. partnerskaber (med uddannelsesinstitutioner, borgere, NGO'er, virksomheder) når vi snakker grøn omstilling?

Ressource City i Næstved. Der er et ideologisk forskel op til brancherne. Som går på markedsførelse som støder ind i partnerskabsmodellerne. Erhvervslivet er et marked som skal løse en større del, da de designer og producerer produkterne. Erhvervslivet får mere og mere ansvar. Den model bliver nødt til at foregå i samarbejder. Med mindre kommunen trækker sig ud, hvilket ingen foretrækker.

KL har deres anbefalinger, som er foreskellige fra partnerskaberne. Når politikkerne tager stilling, så må vi håber der bliver taget højde for alle. Hvad kommer til at ske nu. Affald, er et af de første områder som der skal tages fat i.

Officielt har KL ikke været med.

Appendix 2h: Interview with Carl-Emil Larsen

Hvad er jeres interesse i at deltage? Hvilke potentialer ser du dette partnerskab rummer?

Brancheorganisation for vandsektoren - vi skal være med DANVA er for virksomheder, der leverer vand Vi snakkede om at have et konkurrerende arrangement, fordi vi naturligt arbejde med nogle af de problemstillinger. DI (store virksomheder, der bruger vand) er måske ikke en branche organisation for DANVA - forskellige interesser Har i forvejen samarbejde med DI og andre Vand har særligt potentiale for at blive tænkt ind i cirkulær økonomi og det er fedt med klimapartnerskaberne at de nu kan komme med. Men det havde vi nok lavet noget med alligevel uden klimapartnerskaberne.

Hvordan er Danva blevet inddraget, og hvordan havde man mulighed for at påvirke resultat og retning - hvad har I været med til?

Med på marienborg hvor det blev skudt i gang. Første gang vi er blevet betraget som erhverv - I andre sammenhænge har vi været set på som noget kommunalt. Det er så en erkendelse af vi nu er en selvstændig sektor. Vi har været med til to møder: Workshop og et møde kun med brancheorganisationer, hvor vi skulle komme med input til det som sektretariatet havde skrevet. Vi er blevet inddraget meget - mange tal har vi hjulpet med - også kunne sende anbefalinger i.

Er Danvas interesser repræsenteret - i proces og rapport?

Ikke ret meget, DI har styret det meget. “Men det er ikke gået så galt som forventet” - Regeringen har styret meget også “indtil de løb tør for konsulentpenge”. Hvordan har Danva modtaget de resultater partnerskaberne er kommet frem til? Kommuner vil nok ikke lave de konsolideringer, som der bliver anbefalet. Dette er både en politisk diskussion på 2 måder - ideologi, men også klimapolitik. Vi har måske kigget mere på hvordan løsning kan forandre noget i forhold til effektivisering og mindre CO2.

Hvilke udfordringer mødte I på vejen og hvordan kom I uden om (eller igennem) dem?

Et krydsfelt mellem regering og erhvervsliv, hvor kommunerne var helt ude = det er et kæmpe problem. Affaldsområdet og cirkulær økonomi kom til at fylde helt vildt meget - og det har vi ikke fået løst - men der har vores muligheder ikke været store for at gøre noget.

I er et klimapartnerskab med både offentlige og private aktører - hvordan udspiller sådant et samarbejde sig og hvilke udfordringer skaber det?

Nej, det synes jeg ikke. Vores medlemmer har øvet sig i mange år -> “vandvisionsrapporten” Tillid til hinanden er vigtig - siden 2015 har givet et payoff, vi kommet tættere på hinanden.

Hvad er den største problematik ift. grøn omstilling for vandsektoren?

Vandsektoren er historisk blevet “glemt” i emner, såsom cirkulær økonomi Eksempelvis, traditionelt energi laver man i kraftværksbranchen, men vi kan også noget ved at bruge varmepumper og hive energi ud af spildevand. Kraftværkerne har forrang, og derfor kigger man ikke på det der er muligt, men mere på økonomi - vandsektoren kan noget, kæmpe potentiale, men bliver ikke inddraget. Der er nogle lovgivningsmæssige barrierer for udnytte synergien i mellem sektorer.

12.3 Appendix 3

This appendix presents the interview guides and notes of the "municipal and expert" round.

Appendix 3a: Interview with Henrik Riisgaard

De udfordringer der er i affaldssektoren - rollefordelingen?

Vær opmærksom på hvornår ens kilder er fra - før 2018, så er der nogle der siger nogle ting, og efter 2018 er det altså noget andet - skæringstidspunkt = Kina besluttede ikke at håndtere Europas affalds = prisen på plast, metal falder, det betyder at ingen vil håndtere affald. Erhvervslivet siger så: de vil gerne have plast og det skal være rent (hvis nu kommunerne vasker det og for-sorterer det), og ikke så meget interesse for husholdningsaffald. Ikke det økonomiske argument, heller ikke “sjældne jordarter”, prisen er også faldet.

Hvordan er forholdet mellem offentlige og private?

Jeg undrer mig over at man ikke har flere med. Involver begge sider, når der er to store aktører, men jeg ved ikke hvordan det er sket.

Klimapartnerskabets som arena. hvad betyder sådant et initiativ?

Spørg aktørerne om hvor seriøst man tager klimapartnerskabet. Der kører mange andre parallelle ting samtidig -> får også input i andre fora, ift. cirkulær økonomi.

Vurdering af resultat - hvad betyder det de er kommet ud med og hvad rykker det?

Struktur er uklart. med inddeling. Mandat. Det strider mod tidligere måder man har arbejdet på. Formuleringen -> det er uigennemskuelig(egne analyser). Hvor kommer talene fra. Det er ikke godt nok.

Potentialer med partnerskabstilgangen ift. cirkulær økonomi?

Der er ikke partnerskab - erhvervsforum. Svarer til tidligere advisory board, også kun erhvervet. Det er uheldigt man kalder det et partnerskabet. Få overblikket fra ministeriet.?

Appendix 3b: Interview with Jens Peter Mortensen**Fortæl kort om dig selv og om DN's arbejde inden for affald - kort om det.**

Hvordan genanvendelse bliver anvendt i virksomhederne. Artikel 13 forum i EU -> et partnerskab omhandle virksomhedsmiljøgodkendelser. Et partnerskabs erfaring fra mange år. Når det omhandler industri bliver Jens inviteret.

Partnerskaber -> erfaringer med disse? hvordan har de set ud og hvad var vigtigt? Potentialer med partnerskabstilgangen ift. cirkulær økonomi?**Hvad er de vigtige elementer, der skal til for at et partnerskab er godt?**

DN har ikke en økonomisk interesse. Der skal være alliancer. Det er ikke lykkedes i Cevilla at få en alliance, det har ikke været muligt at ændre noget. Det har været muligt at mobilisere de danske virksomheder og styrelser L&F og Arla.

De har brugt partnerskaber til at finde frem til hvad danmark's mening er. For hver BREF note har der været partnerskaber. JP er inviteret med i 30 partnerskaber, hvoraf han blot følger nogle af dem. Det kræver at man ved noget, før det er interessant at have nogle inddraget i partnerskab. Det kræver meget at være med. Det betyder ikke noget at DN ikke er med. Det er meningen at det kun er erhvervslivet. Det er lidt af en test af erhvervslivet, for at se hvad de kan. De er ikke imponeret over partnerskaberne er Vand, affald og cirkulær økonomi.

De er meget progressive, på affald. Det ryster de kommunale affaldsanlæg, som koster rigtig meget. de kommende regler kommer til at have indflydelse på at andre lande ikke kan forsætte med forbrænding. Forbrænding vil forsvinde som genanvendelse bliver større. Kun Bornholm er et sted hvor forbrænding vil udlisiteres. Bornholm er det eneste sted, som lever op til partnerskabets mål.

DAF → de har været med, så de ved hvad der har foregået af forhandlinger. Det som er kommet ud passer slet ikke til DAF.

Det er tydeligt at det er Camilla som har lavet konklusionen. Hun har tidligere arbejdet med en design guide sammen med plastindustrien og københavns kommune. Der har været massere af forsøg og test. Det er et privat initiativ, DI. Det har flyttet plastindustrien rigtig meget. Det melder helt anderledes ud end resten af europa. Når kommunale affaldsselskaber sætter en stopper. Udgifter til affaldsforbrænding. Kommunerne har et "valg". Bornholm er i en situation hvor de ikke kan vælge. Man kan se hvornår forbrændingsanlæg uddør, dermed kan man starte bølgen med cirkulær økonomi, så økonomien hænger sammen. Camillas plan passer ikke til denne synsvinkel. Der er udarbejdet kompromier. Det der er udarbejdet går ud over forventningerne.

Klimapartnerskabets som arena → hvad betyder sådant et initiativ?

Hvad betyder det, at det kun er erhvervet der er med - særligt når det er det her klimapartnerskab vi kigger på?

Hvad ville DN kunne bidrage med? → hvilke andre interessenter ville være relevante i sådant et samarbejde?

Udfordringer ved et offentlig og privat partnerskab/samarbejde?

Paradigmeskift med cirkulær økonomi og rollefordeling? Hvad bliver det svære?

De udfordringer der er i affaldssektoren - rollefordelingen?

Hvilken indflydelse har det, hvem der bliver inviteret ind i et partnerskab?

DAF er privat, men skabt af kommunerne. NGO er meget rodet om det er privat eller offentlig.

KL har ikke været med og DN.

Formandskabet har helt klart haft det endelige ord. DI har været sekretariat.

I Danmark er vi vant til en bred inddragelse via aarhus konventionen. I Danmark er landet lille, det giver nogle muligheder. Partnerskaber er et godt initiativ. Folkemøde er et eksempel, hvor alle lobbyister kommer.

I forhold til resten af verden er DK for lille.

DK er et af de mest demokratiske lande, siger lande i EU. Partnerskaber en god tanke.

Partnerskaber kan bruges forskelligt. Der er en stor uoverensstemmelse inden for sektoren. Det er ikke blide ord fra DAF. De konflikter har været bygget ind fra start. Camilla har taget en beslutning.

DN har trukket sig fra BREF inden for affald eftersom at DAF vandt "kampen".

Der hvor der er enighed kan man samarbejde, og dermed finder nogle projekter hvor man kan samles. Så er det muligt at udvikle.

Der er flere forløb efterfølgende, hvor det måske ender mere konsus.

Bornholm er et forsøgs sted. -> partnerskaber skaber muligheder for at teste. Udkantsområderne skaber mulighed for at teste, da der er mere plads, hvor hjemmelavet forsøg.

Appendix 3c: Interview with Michael Damm

NBE Nordjyllands ambition - hvad kommer initiativet af?

Baseret på nytænkning: differentieret udlægning. NBE er tænkt som en gulerod, fremfor pisker, når vi snakker miljømyndighed. NBE skal i højere grad være en sparringspartner - derfor er partnerskaber også en del af NBE. Går bredt -> både produkter men også intern i virksomheden. Væk fra kontrol og tilsyn og til partner. NBE er et produkt vi tilbyder til dem vi tror på -> altså ikke alle. Risiko for myndighed: Nogen siger de vil en masse, men holder os måske bare hen. Derfor vigtigt at vi har en historik med dem vi arbejder med, så vi kan stole på dem. Vi kan dog smide virksomheder ud af NBE - hvis de ikke bidrager til den bæredygtige dagsorden. Tit er partnerskabet mellem kommunen og en virksomhed.

Hvordan arbejder I i NBE med partnerskaber ifbm. grøn omstilling?

I partnerskaber går man ind og laver noget der gavner begge parter. Top-down og bottom-up strategi. Når vi snakker om en virksomheds fremtidig forretning, så skal det også kunne rykke noget og noget de kan se giver mening. NBE er en forening - nonprofit erhvervsforening. Alle temaer inden for bæredygtighed skal dækkes -> vi skal have stærk faglighed, så vi kan noget - her bruger vi særligt Aalborg Universitet.

Udfordringer og potentialer ved et offentlig og privat partnerskab/samarbejde?

Svært med den kommunale fuldmagt - vi må ikke bruge penge på at hjælpe en virksomhed. Vi skal lave ydelser som alle kan bruge.

Hvad har været vigtige elementer, der skal til for at et partnerskaberne fungerer?

Tillid og troværdighed. Troværdighed på det faglige. Tillid er når man ved hvad man går ind

og at man oplever at kommunen er en partner. Sjældent vi møder det som en udfordring → nu kender de os, men var svært i starten. Handlede meget om at holde møder, der forklarede hvad vi ville (virksomheder var bange for at NBE var en måde at holde øje med virksomhederne).

Hvilken fremtidig udvikling står Aalborg Kommune over for? Inden for cirkulær økonomi?

NBE er et vigtigt værktøj, men det er ikke det eneste. NBE er et implementeringsværktøj for kommunens bæredygtighedsstrategi. Derfor er der både top-down og bottom-up tilgange i NBE, når man følger byrådets planer, men også at det er nede i virksomhederne man gør noget.

Styrkelse af cirkulær økonomi og innovation 2018-2020 - hvad er erfaringerne og hvilke udfordringer ligger der i det offentlige og private samarbejde her?

Sætter de virksomheder sammen som kan finde ud af hvordan vi laver en cirkulær økonomi i hver virksomhed → sammen med kommune og AAU. Ingen virksomhed kan lave CØ selv → det offentlige er som systemet er nu, inddraget og man bliver nødt til at samarbejde. Fælles for projekterne, er at der arbejdes med andre materialer og mere genbrug → lukke loops kortere. Fokus på leverancen (hente ting tættere på Danmark end langt væk, det giver nemlig mere kontrol). Industriel symbiose er også et vigtigt element → affald til råvare for en anden virksomhed. Det giver nogle nye virksomheder og nye måder at gøre tingene på. Vi finder ting på genbrugspladsen, som virksomheder så kan bruge. Vigtigt at kommunen gør noget på genbrugspladserne (eks. plast i havemøbler (de hvide indeholder kalk og kan ikke bruges, men de farvede kan), der skal de sortere det brugbare fra) Vi (kommunen) skal i højere grad se affald som produkter for virksomheder.

Paradigmeskift med cirkulær økonomi og rollefordeling? Hvad bliver det svære?

Tre typer af udfordringer: 1 - faglige udfordring ift hvilken forretningsmodel, der er den rigtige og skabe konsensus - du kan ikke lave en cirkulær økonomi uden at alle i værdikæden, ændrer deres forretning, så den passer til CØ - alle skal være klar ellers knækker kæden. "Alle skal være enige om at gøre det" → det offentlige skal så arbejde meget med hvordan man får folk til at ville ting på samme tid og kan man forestille sig at markedet vil det på samme tid → "Det tror jeg ikke", men partnerskabstilgangen er det der kan rykke ved noget. Der er også det faglige aspekt - hvilke muligheder har vi reelt for at ændre vores produkter.

Hvilken udvikling er der sket på kommunalt niveau ift. partnerskaber (med uddannelsesinstitutioner, borgere, NGO'er, virksomheder) når vi snakker grøn omstilling?

partnerskabstilgangen er driveren for aalborg kommunen, når vi snakker bæredygtig udvikling.

Hvad betyder klimapartnerskaberne for det kommunale niveau? Hvad er jeres syn på det og hvad er på spil? På sigt også?

Jeg arbejder i KTC og har derfor været med i den nationale debat på det her område Michael

ser gerne at vi skaber en model hvor vi har partnerskaber på nationalt plan → vi skal jo have markedet med, for når en virksomhed ikke er med ødelægges værdikæden. Kommunerne skal også blive bedre til at se hvor markedet er henne. Der skal også dokumenteres når kommunerne bortskaffer affald → det skal bortskaffe bæredygtig. Michael: Det skal ind i lovgivning at kommuner skal arbejde i partnerskaber ift affald og sikre at vi har genanvendelse. Mit håb er at vi går ind i en partnerskabsverden - merværdi for alle i processen, her har vi gode muligheder i Danmark. De skal have lavet en model for hvor det et rigtigt partnerskab. Der har ikke været en reel anerkendelse af hvad det var for et initiativ - partnerskabsordet er ikke taget alvorligt.

Nyt initiativ i den grønne omstilling, men meget private, eller hvordan - reaktioner fra kommunerne? Hvor seriøst tager man rapporten?

Økonomien i deres forslag er måske ikke så god - plast er for eksempel særlig økonomi. Klimapartnerskaber kommer med postulat, for der er ikke et marked - man kan altså ikke liberalisere det. Og der bliver ikke vist vejen til at nå liberalisering (man opstiller altså en "løsning", men uden metode og analyse). Derfor er det vigtigt at kommunerne kan tage sig af affaldet, for de har ikke en økonomisk interesse. Så længe der er ikke er bæredygtig marked for affald skal kommunen drive det - hvis der bliver et marked, skal kommunen selvfølgelig ikke drive det. Derimod skal kommunen gå ind og arbejde meget med at skabe det marked.

Synes du at kommunerne er repræsenteret?

Inviteret ind ved dansk affaldsforening → men der blev ikke svaret på eller overvejet vores holdninger. Som om DI ville fremme deres politiske holdning.

Appendix 3d: Interview with Thomas Mikkelsen

Hvordan arbejder jeres kommuner med offentlige og private partnerskaber ifbm. grøn omstilling - fortæl lidt om GoGreen og hvad forsøger I at opnå?

GoGreen → organisatorisk forankret i aarhus kommune. Aarhus har en meget ambitiøs klimaplan. co2 neutral i 2030. Siden 2008 har der været meget arbejde. 2015 startede dette team. En dagsorden som er vokset meget. Ressourcer og mandskab, ret stort. Det gør en stort forskel, eftersom det har større impact når man sætter ind. Stor involveringsproces angående ny klimastrategi. Det er hele Aarhus som skal arbejde med en bæredygtig omstilling. Der arbejdes meget med involvering.

Hvilken udvikling er der sket på kommunalt niveau ift. partnerskaber (med uddannelsesinstitutioner, borgere, NGO'er, virksomheder) når vi snakker grøn omstilling?

Der er sket en forandring med mere involvering. Ny modeller og værktøjer. Klimapartnerskaber fra et tidligere koncept som de overtog. Der arbejdes stadig på at skabe værdi i disse partnerskaber. Budgetforlig → klimafond på 116 mio. (note, klimaalliance). De er ved at

finde frem til hvordan det skal hænge sammen med partnerskaberne. Der mangler styring i forhold til at skulle blive ved med at levere. Når projekterne er slutte, så går det lidt i stå. Klimapartnerskabet hænger ved, men lavet om til at køre i periode så det i højere grad blev evalueret. Så det ikke ender med at blive glemt, og for at finde ud af hvordan virksomhederne kan få noget ud af det. Der er styrker i forpligtende samarbejder.

Virksomheder ser at det startegisk giver mening at være med i dagsordenen for klima. Der er sket et skift bare inden for de seneste par år. Hvordan kan de begge to få det til at få at fungere, give feed back på hinanden, både kommune og virksomheder.

Eks. Årskonference, fætterkusine fest. Her mødes alle. Der bliver talt om klima på alle niveauer. I forbindelse → lukket møder. De specifikke projekter, der sker der noget. Når de fagspecifikke medarbejder kommer i spil, så sker der noget. Det kræver virkelig mange ressourcer. Det næste skridt kommer ikke naturligt. For virksomheder giver det mest mening når det bliver specifikt. Energispring → energibesparelser, lige som KK. Her er der lavet en partnerskabsaftale. I det daglige sidder de fagspecifikke, hvordan skal vidensdelingen ske. Det er baseret meget på tillid, da de viser der eget data til konkurrenter. Hvis det bliver for fluffy så har de ikke lyst til at være med.

Hvad er de vigtige elementer, der skal til for at et partnerskab er godt?

Den strategiske retning betyder noget, 2030. Så skal det brydes ned. Forretningsmæssigt handler det om noget andet. Tillid har også stor betydning. Der skal trædes nye skridt, som kan koste uden at betale sig hjem igen. Risikovillighed → det er virksomheder ret gode til. Faktisk er det noget ved at kommunerne også skal til at arbejde med risikovillighed. Der er virkelig behov for at vi tør at tage nogle helt andre veje. Det betyder at det godt kan ende med at gå galt. Når et projekt starte i en kommune, så bliver det ikke lukket, for det skal lykkeds i en kommunal sammenhæng.

Hvad betyder klimapartnerskaberne for det kommunale niveau? Hvad er jeres syn på det og hvad er på spil? På sigt også?

Der er utrolig meget politik i dette. Virksomhederne bliver endnu mere inviteret ind. De får lov at være med ved beslutningsbordet. Mange har store forventninger. Skepsis: Man puster det op, som var det branding. Hvad betyder det når det kun er de store som må være med. Branchen kan være med til at bryde det lidt ned. Der er behov for at kompleksiteten bliver brudt ned. Affald → godt at få lidt styring i det. Der skal tages udgangspunkt i praksis. Det begynder at blive mere konkret nu.

Erhverv uden kommune: Udgangspunkt er at erhvervet skal ind. Der er nogen som taler fra den kommunale synsvinkel. Man bliver lidt nervøs for at lidt glider ind i lovgivningen. Det er skal være forpligtende det der bliver lavet. Det er i virksomhederne det skal fungere. Rammevilkår, behov for forandring hvis en bæredygtig omstilling skal ændres. Overskudsvarme, symbiose → skudt i jorden pga. jura. Det er i virksomhederne at forandringen skal ske.

Hvilke udfordringer er der forbundet med Affald, vand og cirkulær økonomi for kommunerne - og virksomhederne lokalt?

CEO → de ved hvad der sker. Det skal være de tunge aktører som sidder med ved bordet. Der mangler lidt på at hovedparten er små og mellemstore virksomheder. Der mangler et skridt herfra. Hvordan får man den store mængde med. Det ser vi når det hele foldes ud. De store virksomheder skal nok kunne følge med, det er i højere grad den store mængde med. Nogen har svært at fordre forandring.

Spiller kommunen en rolle?

Aarhus kommer sikkert til at drive de konkrete projekter. fx. inden for energi. Der skal snart laves nogle investeringer. Aarhus bliver en driver som fx. energi partnerskabet kommer med.

Bygning → materialer. Gode bygninger. Kommunen kommer ofte til at side for bordenden.

Kommunen bliver en platform som man kan samles i fremtiden/ nu.

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