**10.03. 19**

**TO: GALIT GAL, MANAGER, AZRIELI FUND OF ISRAEL**

**RE: PROPOSAL TO DEVELOP A WASTE MANAGEMENT PROGRAM FOR PUBLIC SPACES: CLEANING UP PUBLIC SPACES – FROM NUISANCE TO RESOURCE**

**THE REQUIRED WORK:**

Preparation of a program to address cleaning up public areas and garbage (waste) in public spaces: “From Nuisance to Resource” will include the execution and implementation of the program.

**THE DOCUMENT IS COMPOSED OF THREE SECTIONS:**

1. Section one: background, course of work and partners
2. Section two: stages of work
3. Section three: Estimated scope of the work and requested compensation.

**APPENDICES:**

Appendix A: Dr. Alit Weil-Shafran’s professional experience

Appendix B: A test case for the significant impact of behavioral changes in the field of garbage management – Ramat HaNegev local authority.

Appendix C: A preliminary list of key players to be interviewed

Appendix D: Work method

**SECTION ONE: Background, Course of work, Partners**

1. Background

There are multiple advantages to a clean public space: it contributes to the residents’ quality of life and welfare, strengthens the sense of belonging and personal commitment to one’s community and country, reduces crime and violence, attracts visitors and tourists, increases property values and lowers cleaning expenses for the local authority, thus freeing up funds for the welfare of the community.

In comparison with OECD countries, the public space in Israel is dirty. This is notable in residential and commercial sections of the city, in rural and open spaces, nature reserves, beaches and parks; this despite the surprising data emerging from research by Dr. Maya Negev at the School of Public Health at the University of Haifa, which indicates that the cleanliness of public areas bothers a large segment of the Israeli populace in their daily lives. The study points to the fact that the attitude towards this issue is age-old, but is this the sole explanation for the dichotomy in the behavior of citizens, who both create the mess and complain about it? Does it sufficiently explain the emotional disconnect that is created the moment a product becomes garbage?

Up until recently, the cleanliness of public spaces was an issue associated with the environment – a field that up until the past decade has been identified by both the public and the government as pertaining primarily to nature preservation. Categorizing the issue of clean public spaces as such in effect ignores economic, environmental and social influences that are at play. As a result, the subject is perceived as a luxury; it was addressed by the education system as a separate issue rather than as an important part of teaching about sustainable living and the treatment and management of waste, which today constitutes a part of the concept of sustainability. Is this approach of addressing garbage management through educating toward sustainability, which is so common today among green organizations and responsible government ministries, actually the solution?

The conceptual disconnect around cleanliness in the public space as a sustainability issue is reflected in the environmental paradigms in Israel. Alon Schwartz describes in his 2001 study how the attitude towards the environment that evolved during the initial years of the State of Israel was driven by the desire to preserve nature as well as by Zionist ideology which called for a “return to the land.” The culture of going on nature hikes developed from this attitude, and the resulting **environmental preservation paradigm**, embodied in the establishment of the “Society for the Protection of Nature in Israel.” In the 1960s and 70s, the scientific community introduced the world to humankind’s negative impact on the environment; the **environmental sciences paradigm developed from within the scientific community**, leading to the establishment of the Ministry of the Environment in the 1980s along with dedicated departments in universities in the 1990s. The approach focused primarily on air and water pollution as well as the influence of solid waste, without directly connecting these issues to cleanliness in public spaces. Today we find ourselves in the era of **the cultural ecology paradigm**, which addresses people as an integral part of the environment in which they live, and includes human, social and moral considerations. The founders of this approach also imported the concept of sustainability to Israel, which, in Israel, is associated with the environmental field. The issue of clean public spaces still lags behind and has not been linked to these other areas as a significant factor.

The central question is, why are Israel’s citizens emotionally removed from the issue of clean public spaces, including, surprisingly, when it involves spaces close to home (though not inside the home)?

Why do children, young people and citizens not see the problem inherent in littering their food, wrappers and other items the moment they cease to be useful, or, in other words, become trash? The High School for Environmental Studies in Midreshet Ben Gurion (Sde Boker) would never litter their garbage when going on a hike in the desert, and might even collect some trash to carry out. In their school’s hallways and classrooms, on the other hand, you will encounter a significant amount of garbage on the floor. The head of the local Bedouin authority has recounted that when his child goes to Beer Sheva, he wouldn’t dare toss the wrapper from a snack he just ate in the car, but the moment they returned to their town, he opened the door and tossed it on the ground.

In Israel there is no effective enforcement and no dedicated taxation system that would place the responsibility for this issue on residents and citizens; the commercial and industrial sectors have only recently had one imposed, and that only partial.

The citizens’ disconnect from the waste they produce is expressed at two levels:

1. The level of the citizen, who places full responsibility for treatment of the waste they produce (from the moment it is disposed of) on the government, the local authorities, and those authorities charged with caring for open spaces.
2. The level of government, which leaves the matter solely in the hands of the education system. They do so, for example, with clean-up days that focus on having the children tidy up public spaces, despite their not having seen their parents participating in such efforts and showing no emotional ties to the matter, nor a real understanding of the effects of waste on the quality of their lives and futures.

The Ministry for the Protection of the Environment and green organizations held the belief that through education for sustainability and a sustainable way of life, the matter of clean public spaces would be inculcated in society – a belief that de facto has not panned out.

Although throwing out waste in public areas is a criminal offense, there is no actual reinforcement of the issue due to a series of factors. These include lack of manpower, an unclear division of authorities, a lack of interest in enforcing the law for individuals and an infrastructure system that is not fit for users’ needs.

The infrastructure system was constructed piecemeal, based on the “polluter pays” principle and implementation of recycling laws from 1993 on, such as the Recycling Law, Landfill Agreement, Deposit Law, Separation at the Source Law, Packaging Law, and Electronic Waste Law. At the same time, a variety of corporations were set up to handle the various types of waste: ELA, TAMIR and others.

We are thus witness today to the phenomenon of having a range of non-uniform retention tools that require different removal methods, some of which do not meet users’ needs. For example, we know that many children are responsible, within their families, for throwing out the garbage and the recycling. Many collection receptacles open from the top and are not adapted for a child’s height. Thus, a portion of the garbage and recycling never make it into the containers but rather ends up next to them.

**In conclusion**: For a variety of reasons, treatment of cleanliness in public places has been neglected for years and has not been included as part of the waste management system. Along with the lack of clear, consistent policy in the fields of waste treatment and waste resource management in Israel, the players responsible for them have been unable to create an emotional link for citizens towards this issue. The question facing us is how are we, today, able to create civil responsibility for environments near and far, as part of the sustainability paradigm that preaches a connection between environment, society and economics?

1. COURSE OF WORK

The subject of trash in public spaces is dependent, in part, on changes in the public’s behavior. Notwithstanding the range of programs carried out over recent decades, there has been no notable, significant change in this area.

I propose adopting a comprehensive, systematic approach in which maintenance of public spaces rests upon four pillars: education and marketing, community, infrastructure, and enforcement. The goal of the approach is the creation of effective, sustainable changes in behavior over the long term, as opposed to single-issue projects.

There is a need for strategic mapping that analyzes the entire issue as well as the complex reciprocal relations between the various areas. Through this analysis, we will be able to identify the most effective points of influence, in other words, where it is most worthwhile to invest the greatest effort in order to get the wheels of change moving.

The analysis will be carried out using a multi-systematic method that borrows from System and Design Thinking, which offers out-of-the-box thinking and examinations of new perspectives. On the user side: examining the motivations, and within them the impetus, for creating emotional ties, while integrating insights by experts from the field of behavioral psychology. In terms of the system: defining the message and vision on one hand, and an analysis of all the players involved and the reciprocity among them on the other.



[WASTE MANAGEMENT PROGRAM FOR PUBLIC SPACES – FROM NUISANCE TO RESOURCE

1 UNDERSTANDING: The user’s (citizen) point of view and needs (empathy). The point of view and needs of the system (government and local authorities). Success and failure stories.

2 EXAMINATION: Brainstorming, thinking out of the box, advanced methods and participation of non-traditional stakeholders (behavioral psychology and technology).

3 TEST RUN: Preparing the foundation for implementations relies on the results of stages 1 + 2

(Colored boxes from r-l: Mapping and research, defining the challenge, insights, ideate, prototyping, pilot test run, preparing the system for implementation, parameters of success, sustainable system)]

I suggest a joint campaign whose purpose is to create a “funnel” that incrementally pinpoints the desired results. At the moment there is still much to learn; however, the proposed method promises a precise deciphering so that by the end of the first stage we will know precisely “where the money is” as well as the most effective ROI. It is difficult to estimate the full scope of the work at this initial stage, and we therefore propose an initial strategic mapping, which will allow us to comprehend the main point of influence and as a result, to produce the continuation.

1. PARTNERS IN THE PROCESS

**“If you want to arrive quickly, walk alone; if you want to go far, walk together” – African proverb**

This sort of work requires mapping and enlisting all relevant stakeholders as well as a multidisciplinary approach that joins experts from different fields. This approach, by its very nature, results in joint work and a partnership with the fund, in order to bring about the desired change.

At the beginning, we will map out the partners and stakeholders, including the Ministry for the Protection of the Environment, the Ministry of Education, and the Society for the Protection of Nature in Israel and others, and will recommend the establishment of a steering committee comprised of relevant players and a representative from the fund. The committee will meet once monthly in order to examine the process and its navigation.

**SECTION TWO: WORK STAGES**

**RESEARCH AND STRATEGIC MAPPING FOR IDENTIFICATION OF THE MOST EFFECTIVE INFLUENCE POINTS TO ENACT CHANGE**

ESTIMATED TIME: SIX MONTHS

**WORK PROCESS**: To begin with, we will carry out a study of the international and local literature in the field, including test cases, in order to provide a comprehensive, solid background. Following this we will move ahead to mapping and research regarding the chain of garbage treatment in public spaces at the user-oriented and system-wide levels, while focusing on behavioral change and a study of the four pillars: education and marketing, community, infrastructure and enforcement; all while integrating the economic perspective which examines where the money is located.

We will examine the regulations at the national and local levels, analyze possible financial incentives for municipalities and citizens, consider the major players in the education system and whether these are teachers or, in fact, educational programs. We will present those players who function in the public arena: citizens, businesses and open spaces including beaches, nature reserves and public parks, along with the level of influence of each. We intend to study test cases from around the world, but we will also involve behavioral psychologists in order to ensure cultural appropriateness for Israel. We will carry out qualitative human research alongside economic analyses in order to understand, in depth, the entire field as well as the significant points of influence through which real change can be made.

1. **THE RESEARCH WILL FOCUS ON A NUMBER OF CENTRAL AREAS:**
	1. Economic research: Focusing on the influence of the public sector, we will investigate and identify the money chain in the garbage treatment system. The study will be carried out by PWC Price Waterhouse Coopers Advisory Ltd.
	2. An analysis of stories of successes and failures in Israel and what can be learned from them.
	3. What is going on in the field globally, and what we, in Israel, can learn from it.
	4. A survey of the research literature.
	5. A survey of creative ideas for behavioral change.
2. **MAPPING**

The mapping will locate and indicate the potential partners working in this arena, asking what are the significant challenges vis-à-vis the implementation of the program and what are the conditions for the program’s success.

* 1. **Organizational mapping:** Mapping of the central players and organizations working within the field in four circles: governmental, local authorities, the third and fourth sectors and organizations or initiatives, which includes the activities of several organizations from various sectors.
	2. **Plan mapping:** Mapping those plans that have been carried out by various organizations in the field, and indicating successes or failures while mapping program types: theoretical, educational, physical and enforcement, as well as according to the target audience.
	3. **Human mapping:** Which populations most influence the creation of the problem; which populations have the least awareness, and which the highest. Also, what can be learned from each of these populations while ranking their influence.
	4. **Physical and geographical mapping** in two sections:
1. Mapping the local authorities and open areas, including nature reserves and beaches in which the problem is acute and/or which could serve as potential pilots.
2. Mapping infrastructure in the public space by examining a number of parameters: Is there an existing infrastructure, what sort of infrastructure is it, what is the level of infrastructure and the level of garbage removal and maintenance. The kinds of infrastructure at issue are, among others, retention, signage, removal methods and allocated containers.

**The nature and content of the following stages will be determined according to the results of the mapping and research.**

**SECTION THREE: THE ESTIMATED SCOPE OF THE WORK AND THE REQUESTED COMPENSATION**

1. Given the complexity of the work and the graduated nature of its progress through the various stages, it is difficult to estimate the scope of the entire project at this juncture.
2. The estimated timeline to complete the project as described above is six months.
3. The estimated scope:
4. Dr. Alit Weil-Shafran: 110 hours monthly.
5. Expert advisors: approximately 60 hours monthly.
6. The requested compensation:
7. For Dr. Alit Weil-Shafran, 385 NIS per hour.
8. For expert advisors, 450 NIS per hour.
9. Total expenses for travel, phone, time spent and so forth.
10. Payment for work by PWC will be carried out by the Azrieli Fund, in communication with the firm. However, the compensation will be determined following a definition of the scope of work required.
11. Payment terms: Payment should be made on a schedule of the end of month + 30 days, after submitting a monthly business invoice
12. The work may expand beyond the parameters mentioned above, depending on the rate of progress and the wishes of the client.

**Respectfully,**

**Dr. Alit Weil-Shafran**

**Socio- Environmental Advisor and Projects Manager**

**APPENDIX A: DR. ALIT WEIL-SHAFRAN – PROFESSIONAL EXPERIENCE**

I am a graduate of the Wexner Foundation and hold a Master’s degree in public policy from the Harvard Kennedy School from 2018. Between 2010-2017 I managed the Har HaNegev Environmental Unit, which is joint with the Ramat HaNegev local authority and the Mitzpeh Ramon local authority. In this position, I was responsible for implementing sustainability principles and managing resources including management of the waste and recycling system for the Ramat HaNegev local authority; this included dealing with the many military bases and prisons located within its jurisdiction. Further responsibilities included leading the separation at the source project, training educational teams and preparing preschools and schools for the Green Standard (most of the municipal preschools today are ‘green’). We further led a large project for changes in nutrition in the preschool system and in the community, known as “Sustaining Food” and which is still running, under budget. In addition, I worked in environmental planning and enforcement for the prevention of environmental damages. Within the framework of this position, I was a member of the waste team for the local authorities’ center wherein I was closely involved with the subject of treatment and management of waste and recycling systems in Israel. In October 2014 I participated in a European Union workshop in the context of the EU HORIZON 2020 project, which dealt with treatment of waste at the municipal level and was called: Costs and Cost Recovery of Municipal Waste Management, Capacity Building/Mediterranean Environment Program

After completing my Bachelor’s and Master’s degrees in geology and the environment, with distinction, at Ben Gurion University of the Negev, I continued on to a doctorate in the joint program. During the doctorate, I was a recipient of the Edmond Safra ISEF Fund for doctoral candidates who excel both academically and socially. I also served as the chairperson of the organizational committee for the first and second conferences for doctoral candidates in Israel. From 2011-2015, I served as a member of the plenum and chairperson of the Neot Chovav local industrial authority’s Committee for Air Quality during two separate periods. In addition, I am a graduate of the Heschel Center for Sustainability’s Fellowship Program.

**APPENDIX B: TEST CASE FOR THE SIGNIFICANT IMPACT OF BEHAVIORAL CHANGES IN THE FIELD OF WASTE MANAGEMENT – RAMAT HANEGEV LOCAL AUTHORITY**

The project under my management, which began in 2012 and continues until the present day, deals with producing a separation of different waste streams at the home of the resident in order to take advantage of raw materials found in the trash, including first and foremost organic material – in other words, separating out all food scraps.

The organic component (meaning, all food scraps), separated out in the homes of the residents by using marble containers and brown containers, was collected by a local contractor from residents’ homes to an area compost site where, under the unit’s supervision, compost was produced which was earmarked for municipal gardening and that of the residents (creation of local economy).

The project demanded cooperation and a change in behavior on the part of the residents. For this purpose, we carried out a large campaign across the municipality which included an explanatory video in which the head of the local authority appeared, and as the containers were given out to each household, instructors went from house to house, explained the process and its importance, and handed out explanatory magnets and flyers. The door to door component was carried out three times throughout the implementation of the project, and the second and third time a bag of compost was handed out to the residents. As well, a large happening was held in the town celebrating the beginning of separation at the source and the young people took an active part in the producing and carrying out the event. The entire project was accompanied by a large publicity campaign throughout the education system, including school events throughout Nature Preservation Week. In addition, satisfaction surveys were carried out and conclusions reached.

When the Minister for the Protection of the Environment said at a large economic summit that the separation at the source project had failed (most people in the country thought he was referring to packaging and not to the separation of organic waste), and in addition budgetary problems emerged in the local authority, the project was in danger of being shut down. The project was managed financially separately from the garbage management because the various types of waste were managed by different departments. After the head of the local authority announced the closing of the project, residents protested, led by the environmental committee and convinced the authority’s plenum and the head of the local authority to support the continuation of the project with a limited budget and the transfer of the entire waste management system to the environmental unit under my management. This case exemplifies the power in behavioral change and the way in which politics plays an important role (one comment made by the Minister), as well as the importance of existing management which takes the environment, society and the economy into account.

Below are quotes from letters by residents which were sent to the head of the local authority, in addition to the petition and the protest held at the plenum meeting of the municipality.

**Prof. Amit Gross:**

“The move to separate the waste which you initiated is as powerful in my opinion as the struggle for the wildflowers once was. It expresses environmental responsibility taken, as well as “labeling” what we used to call trash as a resource (product). Our children are partners in the recycling activity – not just as a slogan. In my opinion this sort of activity is the only way to pass on a significant message and to take responsibility.”

“The program raised the awareness of thousands of residents in the area and has given us a sense that action is being taken as well as responsibility and a sense of the amount of waste we produce”.

**From an article in Walla, January 2016:** “Residents in the Ramat HaNegev municipality have proven over the years that the subject of separation is close to their hearts and thus the threat to cancel the project immediately led to a wave of local protests. The municipality successfully implemented the domestic waste separation and placed themselves at the top of the table of towns in Israel who recycle, with over 80% of the waste being recycled in homes. Residents declared that they intend to continue separating, even without the support of the local authority or the Ministry for the Protection of the Environment.”

**APPENDIX C:**

**STRATEGIC MAPPING: PRELIMINARY LIST OF LEADING PEOPLE IN THE FIELD FOR IN-DEPTH INTERVIEWS:**

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| --- | --- | --- |
| **NAME** | **POSITION** | **PREVIOUS POSITIONS** |
| Guy Samet | CEO Ministry for the Protection of the Environment | In the past, Guy worked as an economist, as the head of the waste division, Southern Region Manager at the Ministry for the Protection of the Environment and Vice-CEO Local Government at the Ministry for the Protection of the Environment |
| Attorney Alona Shfer Karo | Owner of a consulting and advisory firm, business processes for large companies in the field of the environment, innovation and green construction | Formerly the CEO of the Ministry for the Protection of the Environment; an attorney who grew at Adam, Teva v’Din, served as the CEO of the Association for Life and the Environment (the umbrella group for all green bodies in Israel) and CEO of the Ministry of the Protection of the Environment during the period that the packaging and separation at the source laws were introduced. |
| Dr. Oded Netzer | Head of the Solid Waste Division at the Ministry for the Protection of the Environment | Formerly an ecologist in the Southern Region and currently a leading strategist in waste management for the Ministry for the Protection of the Environment. |
| Prof. Ofira Eilon | Lecturer and researcher in the Natural Resources Management Department and a leading researcher in the Shmuel Neeman Institute at the Technion in the fields of environment, sustainability and economics. | Works in environmental feasibility research in the area of waste management policy, as well as acting as manager of the energy and the environment area at the Technion. |
| Amiad Lapidot | Head of Solid Waste at Adam, Teva v’Din, environmental entrepreneur. | Amiad founded the “Eretz Carmel” association which deals with separation at the source, environmental education, sustainable agriculture and green construction. He initiated and leads the separation at the source project along with the Ministry for the Protection of the Environment. |
| Zivit Linder | Manager of the Education and Community Unit of the Ministry for the Protection of the Environment | Manages the field of education for sustainability and the environment as well as leading a planning team for construction of a program to treat waste in the public space at the Ministry for the Protection of the Environment |
| Iris Hann | CEO of the Society for the Protection of Nature in Israel | Worked and grew at the Society for the Protection of Nature in Israel, served as the replacement for the Head of Environmental Planning at the Ministry for the Protection of the Environment in 2016. Serves as the CEO of the Society for the Protection of Nature. |
| Dr. Aviva Breiner | Science and technology manager at the Ministry of Education | Leading ideas for handling cleaning up public spaces through the Ministry of Education, organizes seminars on the subject including the various bodies working together with the Ministry of Education as well as providing professional support and information for teachers working in the field, particularly sustainability coordinators. |
| Chani Peleg | Responsible for sustainability education in the Ministry of Education | Works with Aviva Breiner |
| Hagit Gefen | CEO of the Green Authority. Her goal is to lead the charge for change in education, in society and the environment in order to promote the values of sustainability – a company which is characterized by justice, harmony and respect for the other in general and the environment in particular. They specialize in training educators in sustainability – at the national and local level, in the formal and informal education systems and in the community, at all levels. | The Green Authority works closely with the Ministry for the Protection of the Environment and the Ministry of Education and together with the Society for the Preservation of Nature they run the integrated program for sustainability education in schools and kindergartens all over the country. |
| Rani Aidler | CEO, Tamir Corporation. TAMIR Recycling Corporation Manufacturer/Importer in Israel Ltd. A member of the Association of Industrialists in Israel is a company which was founded in order to allow manufacturers/ importers of packaged goods and service packaging to fulfill all their duties as set out in the Treatment of Packaging Law of 2011 (Packaging Law).Tamir was acknowledged by the Ministry for the Protection of the Environment as a “recognized body.”  |  |
| Hila Akerman | Manager of the Environmental Unit in Herzliya, a city with a variety of environments: urban/ residential, commercial, industrial zones, beaches and parks. Chosen as the city with the cleanest beaches according to the Ministry for the Protection of the Environment’s clean beach index. | Holds a Master’s degree from Ben Gurion University of the Negev, founded and ran the Environmental Unit for the Ramat HaNegev local authority. |
| Itai Tzachar | CEO of the Kfar Saba municipality and a leader of ‘Green City.” | The Kfar Saba municipality examined the principles of ‘SIM (daily schedule) 21’ and found that Kfar Saba is being run sustainably in every sense of the word. The city was recognized by the International Association of Local Governments for Sustainability (ICLEI), and is the first city to be so recognized. |
| Yoav Ben Yehuda | Manager of the City Improvement department in the Tel Aviv – Jaffa Municipality. The department has set as its goal the following: Tel Aviv-Jaffa’s purpose is to keep the city clean, hygienic and aesthetic, to promote recycling in the city and handle problems of waste and garbage build-up. | Within the City Improvement department is the Sanitation which handles garbage removal from homes, businesses and factories, irregular garbage removal and private pruning, recycling, hand and mechanical street cleaning, market cleaning, clean up at events, removal of abandoned cars, public restroom maintenance and operation, pest control and carcass removal. They also assist in recycling, and keeping the city clean and beautiful. |
| Moshe Shalit | Manager of the environmental unit for Galil Elyon (Upper Galilee)/ The Galil Elyon local authority lies at the northeastern edge of the State of Israel, with a jurisdiction of 300,000 dunams, 29 kibbutzim, the Vered HaGalil farm, “Domus Galilei” and the Hermon Field School. The settlements of the authority are divided into three by geographical areas: hillside settlements, northern Huleh Valley settlements, and the southern Valley settlements. The authority contains some of the most popular hiking trails in the country, and deals with the question of garbage disposal in nature. | Leads the separation at the source and waste management project for the Galil Elyon local authority, along with the European Union. Over the past three years the authority has participated in the SCOW (Selective Collection of Organic Waste) project run by the Association of Mediterranean States, and funded by the European Union.The project was created in order to respond and aid in the treatment of organic waste in agricultural and tourist areas. |
| Reva Waldman | Manager of the Center for Environmental Education at Hiriya. The center deals with education and publicity surrounding waste and the culture of consumption. The center has numerous groups of visitors who enjoy a fascinating tour based on the story of waste in Israel, as it is reflected in the recycling park. The visitors tour the recycling park along with the waste way-station, participate in a discussion about consumer culture, take part in the creative workshops and go up to enjoy the view from above the mountain of rehabilitated waste. | The Center for Environmental Education at Hiriya hopes to educate people to take personal responsibility as well as to deepen the public commitment to social-environmental rehabilitation. The center’s aim is to inculcate up-to-date information and advanced concepts within the culture of consumption and the treatment of waste. |
| Uriel Ben Chaim | Sustainability, agriculture and environment manager at the Center for Local Authorities | Uriel leads the waste team for the Center for Local Authorities and works with the Ministry for the Protection of the Environment and the Tamir Corporation. |

**APPENDIX D: INITIAL DETAILS OF WORK METHOD**

1. **EMPATHY:** Comprehending the problem as perceived by the user, through observation, interviews, questionnaires, and more, in order to decipher the motivation that drives people. This approach allows us to set aside basic, traditional assumptions which we as experts arrive with and to gain new insights into the needs of the user and their view of the issue.
2. **DEFINING THE CHALLENGE AND THE PROBLEM:** It is important to define the problem from the point of view of the user. Correct definition will allow us to pose the correct questions in order to prepare the foundations for the next stage.
3. **IDEATE:** Raising and consolidating creative solutions to the challenges above is carried out through joint workshops using techniques from design thought. For example: placing oneself in the shoes of another. ‘If I were \_\_\_\_ I would do such and such’, ‘If I had a million euros, what would I do with them?’, ‘The Disney Method’, in which we raise ideas as outsiders, as dreamers, as realistic and critical (skeptical) players, and so on.
4. **PROTOTYPE:** The stage of examining the solution through use of the iterative process, in order to consider and solve the problems which emerged throughout in order to implement the prototype and for the purpose of creating the appropriate solution. At this stage the parameters for success will be determined for the rest of the project, through constant examination of them.
5. **PREPARATION OF THE IMPLEMENTATION SYSTEM:** Part of this will be carried out in stages through preparation of the infrastructures and organizations working within the system, for implementation through workshops and enrichment courses, as well as close work with all authorities or organizations brought into the project.
6. **CREATION OF A SUSTAINABLE SYSTEM:** Constant examination of the solution proposed and its improvement over time, in order to produce a sustainable solution from a financial, maintenance and production point of view.