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MODEL OF THE PROJECT – ORIENTED SOCIETY

Methodological
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Abstract

In many national societies, projects and programmes are performed not only in companies but also in other organizations, such as municipal administrations, associations, schools and even in families. Globalization imposes new rhythms of performance to every economic or social field. The globalization of the economy, new technologies with ever-shorter product life cycles and the application of a new management paradigm, characterized by virtual organizations, „empowerment” and knowledge management, promote the use of project and programme management. The article describes the implementation of an integrated waste management in the county of Arges, in accordance with the requirements and provisions of European Community Directives, in order to preserve, protect and improve environmental quality in Arges (project "Integrated management of solid waste in Arges").

1. INTRODUCTION

A society, which applies projects and programmes as temporary organisations to perform relatively unique processes of medium or large scope, can be perceived as a project-oriented society (POS).

The model of the project-oriented society considers, on the one hand, the practices of project-oriented organizations in project management, programme management, project portfolio management, management of the project personnel and in the organizational design as a project-oriented organization (project management is an explicit and routine process of an organization). On the other hand, the model describes project management-related services by institutions which promote the application of project, programme and project portfolio management. Project management-related services are performed by training, research and marketing institutions. The project management has expanded into a strategic model, a vehicle to implement organizational strategy in a complex environment (Tanaka, 2006).

If in 1913, multinationals were domestic firms with subsidiaries abroad, each of them self-contained, in charge of a politically defined territory, and highly autonomous, controlled by their owners, at present they tend to be organized globally along product or service lines and will be held together and controlled by strategy, organized by alliances, joint ventures, minority stakes, know-how agreements, and contracts will increasingly be the building blocks of a confederation. (Drucker, 2002)

The premise underlying research into project maturity is that there is a competitive advantage of companies through project-orientation, that there is a correlation between the maturity of a project oriented company and its managerial competitiveness (Gareis, 2005).

In Romania, organizations such as Petrom, BCR, Rompetrol, etc have already proven their competitive advantage over other organizations, as being more competitive, more innovative, and more proficient in dealing with the new, the complex, and the turbulent.

The POS model can be visualised by a spider web. The axes of the spider web represent the dimensions of the practice of project-oriented organizations and the project management-related services of training, research and marketing institutions. The "maturity" of a project - oriented society can be assessed based on this model.

Figure no. 1. The spider web model of the project-oriented society



Source: Roland Gareis and Martina Huemann, *PROJECTS & eBUSINESS*, University of Economics and Business Administration Vienna, November 2001

The application of project management is promoted by developing project management-related standards and by defining formal requirements for project management in performing public contracts.

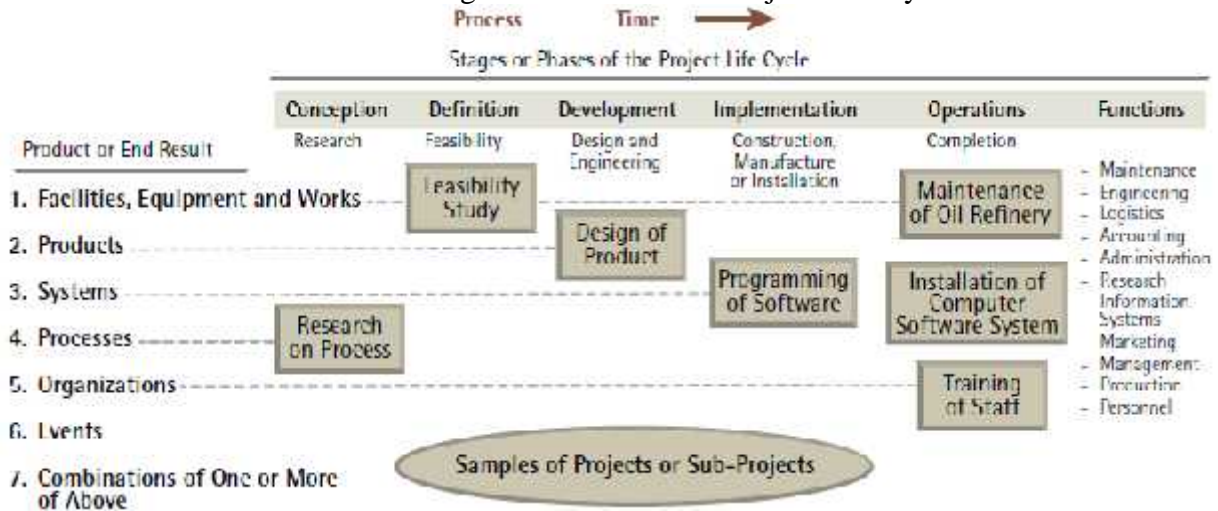
The scheme no. 1 is a phase of the project life cycle like Feasibility Study is a project in its self and very different from a later phase like construction. The projects have to also be related many times to the business function in the organization.

A list of characteristics is developed that defines the difference between projects such as (Youker, 2013):

- Degree of uncertainty and risk (construction vs. new product development)
- Level of sophistication of workers (construction, vs. information systems)
- Level of detail in plans (days or hours for maintenance vs. months for research)

- Degree of new technology involved (research vs. administrative projects)
- Degree of time pressure (maintenance or big event vs. construction)

Scheme no. 1. Stages or Phases of the Project Life Cycle



Source: Archibald, Russell D., *The Purposes and Methods of Practical Project Categorization*, paper presented at ESC Lille, France. Modified May 28, 2007, <http://russarchibald.com/recent-papers-presentations/categorizing-projects/>

2. MANAGING MUNICIPAL SOLID WASTE IN UE vs. ROMANIA

Implementation of environmental policies, especially waste policies, is one of the European Commission's key priorities, as confirmed by its proposal for a 7th Environment Action Programme (EC, 2012) and the Roadmap to a resource efficient Europe (EC, 2011). While the EU's Waste Framework Directive (EU, 2008) and Landfill Directive (EU, 1999) set binding targets for recycling municipal waste and diverting biodegradable municipal waste from landfill, EEA analysis indicates large differences in municipal waste management performance between countries (EEA, 2009). In 2011, the European Commission and the EEA agreed to enhance efforts to improve knowledge on implementation of waste

policies through a joint pilot project. The pilot project includes a task to review municipal solid waste (referred to simply as 'municipal waste' in this report) management in EEA member countries, using indicators, country factsheets and relevant European Commission studies.

According to the EU definition, the municipal waste is mainly produced by households, though similar wastes from sources such as commerce, offices and public institutions are included. The amount of municipal waste generated consists of waste collected by or on behalf of municipal authorities and disposed of through the waste management system (Eurostat, 2012e).

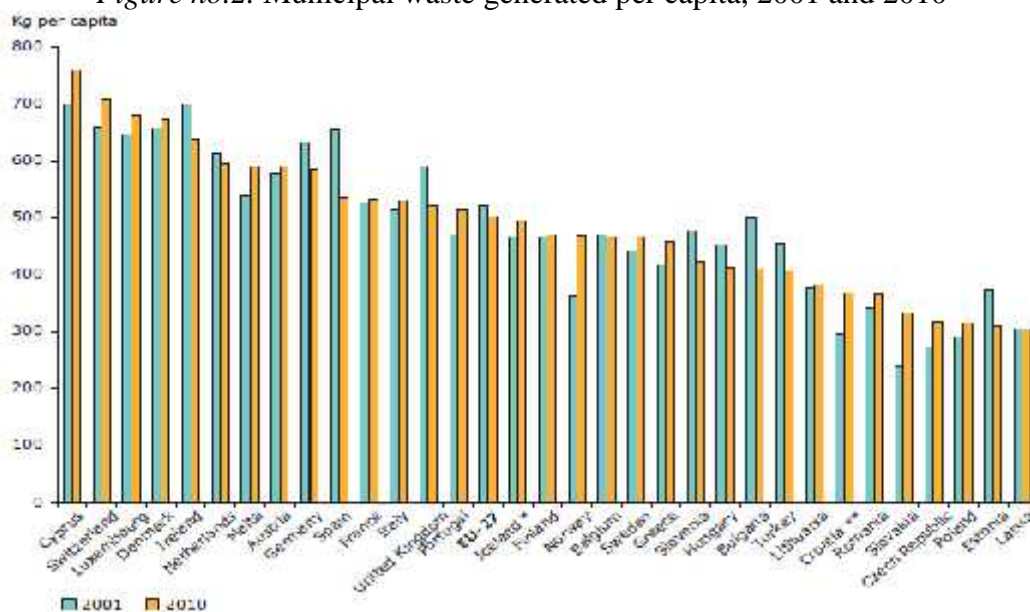
The following analysis (EEA, 2013) takes into account the nine indicators and criteria:

- generation of municipal waste per capita from 2001 to 2010;

- development of recycling rates from 2001 to 2010 for material recycling, recycling of bio waste, and recycling of total municipal waste, all expressed as a percentage of the total municipal waste generated;
- prospects for meeting the Waste Framework Directive's 50 % recycling target, assuming a continuation of trends in the three periods 2001–2005, 2006–2010 and 2001–2010;
- biodegradable municipal waste land filled in the period 2006–2010, calculated as a percentage of the amount generated in 1995, to assess compliance and the distance to the Landfill Directive's landfill diversion targets;
- regional differences in municipal waste recycling rates within each country from 2001 to 2010;

- landfill tax levels and recycling, landfill and incineration rates of municipal waste;
 - life-cycle GHG emissions from municipal waste management and mitigation achieved since 1990;
 - uncertainties that may explain differences in national performance;
 - important country-specific policy initiatives taken to improve municipal waste management, supplementing and implementing EU directives.
- Comparing the first indicator (criterion), this suggests that the economic downturn that started in 2008 may have caused a reduction in municipal waste generation per capita, but there is no clear evidence of improved waste prevention across countries between 2001 and 2010 (Figure no.2):

Figure no.2. Municipal waste generated per capita, 2001 and 2010

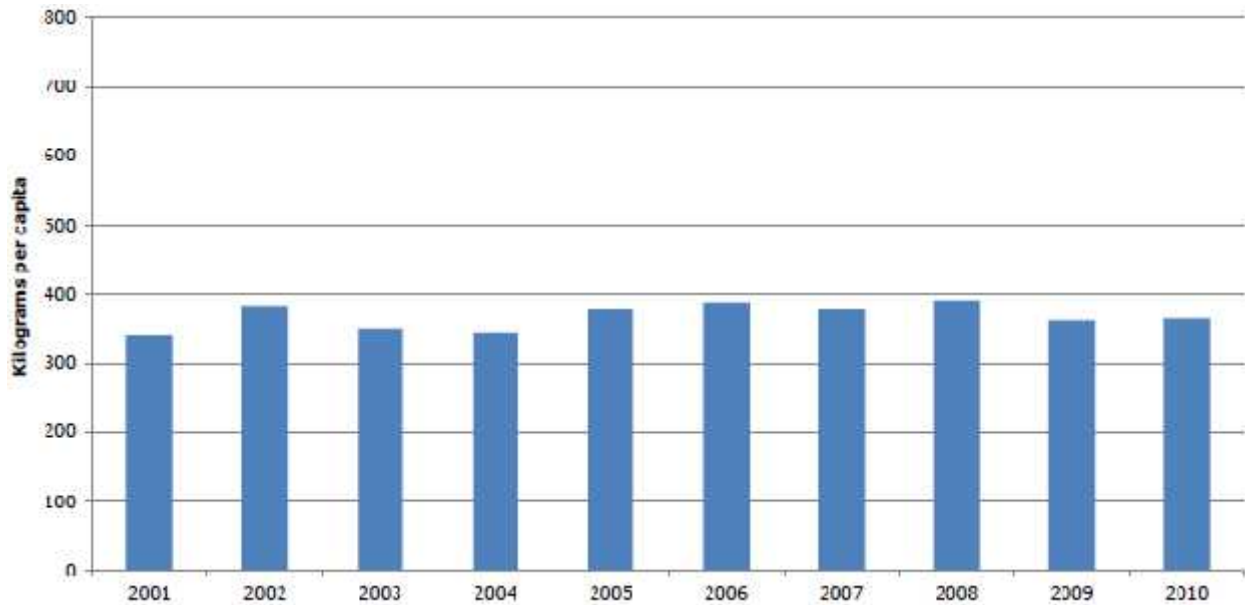


Note: (*) 2008 data used for 2010. (**) 2004 data used for 2001. According to Eurostat the comparability of the data over time is high. However, some breaks in the time series are documented, which can influence the comparability between countries and within a country. Generally, the quality of the data has improved during the period 2001–2010.
Source: Eurostat, 2012c; ETC/SCP, 2013b.

Figure 2.0 shows the development of MSW generation per capita in Romania from 2001 to 2010. There has been an increase from 341 kilogram per capita in 2001 to 392 kilogram in 2008. From 2008

to 2010 there was a decrease from 392 kilogram to 365 kilogram per capita. This decrease might be linked to the start of the economic crisis in 2008.

Figure no. 3. MSW generation per capita in Romania for the period 2001-2010



Source: Eurostat, 2012.

3. THE IMPLEMENTATION OF AN INTEGRATED WASTE MANAGEMENT IN THE COUNTY OF ARGES

The project is the first of a two-phase integrated solid waste management programme for the whole Arges County, covering all of the County's municipalities and rural areas (652.625 inhabitants, 3 municipalities, 4 towns). It comprises:

- (i) investments in a regional landfill and solid waste collection facilities;
- (ii) rationalisation of waste services and concessioning to the private sector of landfill management and waste collection services; and
- (iii) institutional development of regional waste monitoring, concession contract management and regulatory functions.

Through the project, waste services are reorganised at a scale which enable competition and private sector involvement; a concession was tendered for private landfill management on a long-

term contract, and a small number of waste collection concessions was tendered to enable a move from predominantly public sector collection to private collection across the region.

The project enable dramatic improvements in technology, including modern leachate (water containing contaminants which leaks from a disposal site such as a landfill or dump) collection and treatment, transfer stations, weighing stations; "green points" for recycling and composting; and modern waste collection vehicles. Besides physical technology, the Project aims to develop a culture of recycling through public promotion campaigns and incentives.

Through a regional approach, and a Partnership Agreement between the County and the municipalities of the region, the Project enable financing for waste management at the level of small and medium municipalities and rural areas as well as the larger municipalities such as Pitesti. The Project therefore enables these smaller municipalities to be integrated into the broader waste management sector.

Table no.1. Recyclable Waste Management 2012, Arges, Romania

Month	Recyclable waste by specialized units:						
	Results in the process of sorting the sorting station and recovered from cell 1				Waste Green Point	For incineration	Total month
	PET	Paper and cardboard	Plastic	PE	DEEE	Mechanical waste	
January	34,32	0	3,4	1,98	0	x	39,7
February	26,72	0	4,22	1,44	0	x	32,38
March	26,5	59,16	0	3,02	0	x	88,68
April	31,42	142,54	0	4,22	0	x	178,18
May	29,28	56,08	5,84	3,31	2	x	96,51
June	23,7	0	1,34	2,72	0	50,5	78,26
July	18,16	98,16	0	4,18	0	37,94	158,44
August	0	0	0	0	0	0	0
September	12,16	61,26	3,42	0	0	0	76,84
October	80,42	44,46	4,66	4,1	0	0	133,64
November	21,34	68,66	9,06	2,14	0	0	101,2
December	37,08	70,1	9,84	1,92	0	0	118,94
Total	341,1	600,42	41,78	29,03	2	88,44	1102,77

Note: Quantities are expressed in tonnes. The amount of waste in the table are added and the quantity recovered from compost resulted in 2012 of 48.12 tons

Source: ADI Servsal Arges, Raport annual 2012, www.managementuldeseurilorarges.ro

There are many differences in national reporting hamper the comparability across countries, for example:

- allocation of waste streams undergoing waste sorting or mechanical biological treatment (MBT) to the statistical waste management categories is done in different ways;
- several countries have conflicting datasets on municipal waste (for example maintained by statistical offices and by environment ministries);
- data reported at the regional level does not always match nationally reported data.

Taken together, these findings underline the need to harmonise national methodologies on which waste fractions should be included when reporting on municipal waste. Eurostat (2012b) has recommended that packaging waste from households should be covered by municipal waste statistics.

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