

Empresa X

Response to the Request for Applications for the New Cooperative Agreement for the
Cleaner Production Private Sector Partnerships Project in Endor
IMPLEMENTATION PLAN

Submitted June 7, 2010

Implementation Plan

As the result of its experience in managing supply chain projects in the SME sector, Empresa X has learned several important lessons, including:

- The importance of reducing the cost of business operations through energy efficiency and cleaner production improvements is a major driver in achieving project goals.
- Leveraging the supplier-customer relationship provides a major incentive to obtaining the support of SME leadership.
- Direct on-the-ground support of SMEs through the form of technical assistance, identification of process improvements and communication of best practices provides powerful incentives and tools for SME managers and employees to improve their business performance.
- Many improvements to SME operations are affordable or have relatively short payback times. However, even in an improved economic climate there are major difficulties in gaining access to, or financing, larger capital projects.

These key factors are embedded into the project and, thus, the implementation plan to encourage the strongest results possible from those participating.

Activity 1: Project Management

Under this activity, the Empresa X will work closely with the main local public and private counterparts. In order to support the successful development of the main project activities, public-private alliances will be established. These efforts will contribute to the national momentum of establishing initiatives that involve important private industry (ies) to participate in transforming the private sector into improved environmental – and economic - actors.

Task A: Create Public-Private Alliance. The project team will create a Public-Private Alliance in Endor with the main institutions, such as the Departments of Natural Resources and Environment and of Industry and Commerce, and relevant industrial associations, such as the Endoran Council of the Private Enterprise.

Task B: Develop Project Management Instruments. The project team will develop, in coordination with the funder and key actors, project management instruments, including an implementation plan with specific roles and responsibilities, communication guidelines, and a monitoring and evaluation program. These instruments will strengthen the management and coordination of the project among the actors by providing agreed-upon guidelines and metrics for the activities.

Task C: Coordinate efforts with Other Relevant Implementers. The project team will coordinate with other USG Agencies and, regional and national implementers to find synergies among their efforts and the ones conducted by this project. The objective of such coordination is to compliment and expand upon existing regional/national efforts, such as seeking synergies with the already established sectoral alliances to support future cleaner production voluntary agreements. The team will work to find greater and more direct access to relevant private sector actors.

Performance Indicators and Deliverables

1. EMPRESA X will deliver to fund an approved Implementation Plan, Communication Guidelines, Monitoring and Evaluation Program, and Quarterly Financial and semi-annual Progress Reports.

Timeline

	MONTH																							
Task	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
	Current year			Year 2												Year 3								
A	█	█	█	█	█																			
B	█	█	█																					
C	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

Activity 2: Private Sector Partnerships

The fundamental objective of this activity is to work with a company and/or with a strong centralized industry association to gradually develop improvements in environmental standards of their SMEs members. EMPRESA X has taken the best aspects of earlier initiatives to craft a deliberate, highly scalable approach by initially focusing on cost-attractive improvement measures as a way to drive supply chain responses and involvement, as well as improved environmental performance through CP/EE techniques. In addition to environmental drivers, these SMEs are motivated by the market pressures of the companies that purchase their services and products. Such a focus on bottom-line results from implementation builds confidence in the member companies of the association, and can be sustainably integrated into the business processes of those SMEs and their clients.

Sectoral partnerships have been shown to spur CP responses among SMEs involved.

The project team will provide targeted assistance to member companies through technical guidance, best practices resources, training workshops on the issues and techniques pertinent to their cleaner production/energy efficiency goals. These activities will stimulate demand for CP/EE services among the SMEs, and provide case studies for dissemination and replication. Just as importantly, the model established with these companies will demonstrate the compatibility of economic and environmental goals among their peers.

For this Activity 2, the team will hire the Endoran Cleaner Production Center and several local experts to work in close coordination with EMPRESA X experts to support the transfer of a wide range of knowledge and technical expertise to improve the local capabilities.

These efforts will include the following tasks:

Task A: Identify partnerships in Endor involving a MNC and/or an industrial association. During the first quarter of the project, the EMPRESA X team will identify the multinational company and the sectoral association to participate in this program.

Task B: Select SMEs Participants. The project team will work with the corporate or association partner to select the suppliers and member SMEs to participate in the project.

Task C: Conduct Training Workshops. The corporate and association partners will work with the project team to conduct a two-day training workshop with the selected SMEs.

Task D: Establish Baseline. The project team, in coordination with the corporate and association partners, will work with each SME providing technical assistance to establish their baseline environmental performance and identify recommendations for improvement through the action plans to be implemented.

Task E: Follow-up and Monitoring. The project team will coordinate with the corporate and association partners and the SMEs to conduct follow-up and monitoring at each SME to prioritize and begin implementation of the audit recommendations and action plans.

Task F: Mid-term Assessment & Benchmarking meeting. The project team will hold a meeting, in coordination with the corporate and association partners, with the participating SMEs to provide their feedback to the partners and to the team, as well as showcase their activities and share lessons and information with fellow participants.

Task G: Transfer Leadership. The project team will facilitate the transfer of the project leadership to the corporate and association partners, as well as to other main private sector associations in order to disseminate successes, lessons learned, and continue the effort to expand the application of similar improvements to other companies among the private sector.

Performance Indicators and Deliverables

1. One or two partnerships participating actively in the implementation of this project.
2. One or two Memorandums of Understanding (MOU), between WEC, the corporate partner and/or the sectoral association or a combination thereof.
3. 10 agreements between participating SMEs, and EMPRESA X, adopted and implemented.
4. 25 action plans developed and implemented
5. 10 participating SMEs receiving US Government assistance to implement CP/EE action plans.
6. 25 people receiving training in training workshops on CP policies, strategies, skills, and techniques.

7. The project team will produce a final report documenting methodology, baseline assessment, results, lessons learned, and recommendation to transfer this experience to other ECM countries.

Timeline

	<i>MONTH</i>																							
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	<i>Current Year</i>			<i>Year 2</i>												<i>Year 3</i>								
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Activity 3: Technical Roundtables

In the effort to build local private sector awareness about the project, the benefits of cleaner production, energy efficiency, environmental management systems, improved technologies and other measures that improve competitiveness, EMPRESA X plans to establish at least two technical roundtables to transfer best practices and technologies, information exchange, dialogue, and training.

The Project team will also provide technical materials to participating companies and attendees, in order to use these events as one of the different means to share and promote practical information that can be used to foster the implementation of CP/EE best practices. These roundtable events will be also disseminated through media outlets in both countries.

This activity will include the following tasks:

Task A: Select Topics.

Task B: Organize Technical Roundtable Events. The Project team will work with the local hosts for each of the Roundtables to design it in detail (objectives, topics, content, audience, time, location), and help facilitate the event for maximum success.

Task C: Evaluate Progress and Select Additional Topics. After realized each event, EMPRESA X and its partners will review feedback from participants, attendees, with respect to the value and success of the Technical Roundtables in accomplishing its objectives. This process will serve to improve subsequent Roundtables, and facilitate the selection of future topics.

Performance Indicators and Deliverables

1. 75 people receiving USG supported training in CP/EE/EMS policies, strategies, skills and techniques, through the six technical roundtables and correlated workshops. Report on number companies, universities, governmental institutions, and NGOs.
2. Three educational/outreach materials that promote CP and this project. The dissemination will be driven by the events and the results of the project.
3. EMPRESA X will submit a summary on each roundtable including agenda, meeting attendance, topics, and discussions in the subsequent progress report to funder.

Timeline

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C																											

Activity 4: Information Dissemination

The Project team will disseminate success stories, articles, lessons learned, cases studies from the implementation of SMEs action plans (Activity 2) in Endor through appropriate communication outlets (e.g. web sites, meetings, newsletters, association magazines).

This effort will include the following tasks:

