

GPP-STREAM

“Green Public Procurement and Sustainability Tools for Resource Efficiency Mainstreaming”

Deliverable C3

GUIDELINES FOR THE SUSTAINABLE MANAGEMENT OF THE PROJECT (GSM)

**with measures organized around 4 domains - social,
economic, environmental, governance - that will be applied
in the management of the project**

Author: Fondazione Ecosistemi

26-11-2018

Table of contents

TABLE OF CONTENTS	2
1) INTRODUCTION	3
1.1 CONTEXT AND OBJECTIVES	3
1.2 AUDIENCE	4
2) SOCIETAL RESPONSIBILITY MANAGEMENT PROCEDURES	4
2.1 GENERAL CONSIDERATIONS	4
2.2 GSM PRINCIPLES	5
2.3 GSM ROLES AND RESPONSIBILITIES	5
2.4 GSM PROCESS	6
2.5 COMMUNICATION ASPECTS	7
3) SOCIAL DOMAIN	7
3.1 OBJECTIVE	7
3.2 SOCIAL KEY TOPICS AND MEASURES MANAGEMENT	7
4) ENVIRONMENTAL DOMAIN	9
4.1 OBJECTIVE	9
4.2 ENVIRONMENTAL KEY TOPICS AND MEASURES MANAGEMENT	9
5) ECONOMIC MEASURES	11
5.1 OBJECTIVE	11
5.2 ECONOMIC KEY TOPICS AND MEASURES MANAGEMENT	11
6) GOOD GOVERNANCE MEASURES	13
6.1 OBJECTIVE	13
6.2 GOOD GOVERNANCE KEY TOPICS AND MEASURES MANAGEMENT	13

1) INTRODUCTION

1.1 Context and objectives

The *Guidelines for the sustainable management of the project* (below **GSM**) describe the measures and tools for the integration of societal responsibility principles in the management procedures of GPP-STREAM.

The project GPP-STREAM (“Green Public Procurement and Sustainability Tools for Resource Efficiency Mainstreaming”) financed by Interreg Europe (project no. PG I05251) and is implemented by Autonomous Region Friuli Venezia Giulia as lead partner in partnership with 8 project partners: Lazio region, Fondazione Ecosistemi, Romanian Ministry of Environment, North-East Regional Development Agency (Romania), Municipality of Gabrovo (Bulgaria), Centre for Sustainability and Economic Growth – CSEG (Bulgaria), Association of Municipalities of Ribera Alta Region (Spain), Auvergne-Rhône-Alpes Energy Environment (France). GPP-STREAM is a 48-month project (divided into 8 semesters) and has a total budget of 1.413.145 million EUR. The financial and partnership complexity of the project is enhanced by its objective: to improve the management, implementation and monitoring of policy instruments that integrate GPP approaches so as to ensure that resource efficiency gains can be maximized and that resource efficiency objectives are institutionalized through GPP. In order to reach its objectives, the project will therefore mobilize significant financial, human, and natural resources whose management should be done in a sustainable way.

Fondazione Ecosistemi has elaborated the GSM based on its extensive experience with the adoption of societal responsibility principles in the organization of events: the Forum CompraVerde- BuyGreen that the foundation co-organizes since 10 years is ISO 20121 certified (standard applying to the sustainable management of events). This know how is enhanced by the extensive experience of Consortium members, including Fondazione Ecosistemi, on ISO 14001, ISO 26000 (“Guidance on social responsibility”) and the reporting standard Global Reporting Initiative (non-profit sectorial supplement).

The GSM is also inspired from the open [Societal methodology](#) developed in Romania by REPER21 organization in partnership with CRIES and ANPCDEFP, between 2010 and 2013, derived from ISO 26000 and Global Reporting Initiative.

The GSM will be implemented in partnership with the Consortium.

The GSM represents an important pillar of the project’s quality policy (described in the deliverable C2 “Quality management plan”) as it aims to increase the contribution of the project to the objectives and outcomes of sustainable development.

1.2 Audience

The GSM is mainly targeting the task leaders and should be constantly consulted during the implementation of the actions and tasks in order to properly manage the societal responsibility issues deriving from the implementation of the actions.

Secondly, the plan is addressed to all the personnel of the partners involved in GPP-STREAM who should be aware of the societal responsibility principles and procedures when implementing the project actions.

2) SOCIETAL RESPONSIBILITY MANAGEMENT PROCEDURES

2.1 General considerations

Accordingly to ISO 26000 (“Guidance on social responsibility”, 2010), social responsibility¹ represents the “*responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that:*

- contributes to sustainable development, including health and the welfare of society;*
- takes into account the expectations of stakeholders;*
- is in compliance with applicable law and consistent with international norms of behavior;*
and
- is integrated throughout the organization and practiced in its relationships”.*

A comparable definition can be provided for societal responsibility applied to a project thanks to the organizational and technical similarities between a project and an organization.

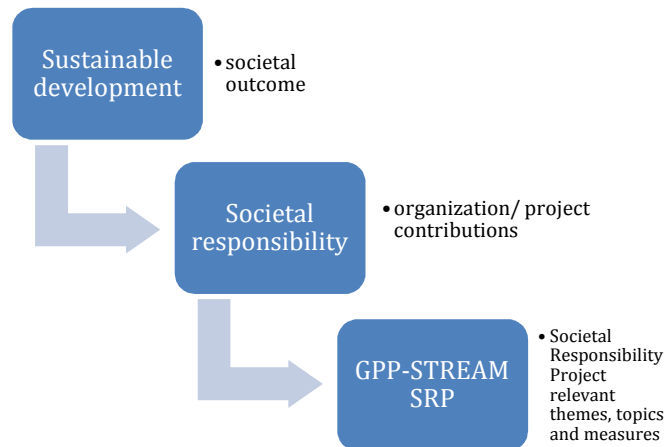
Therefore, the GSM addresses the themes and measures of sustainable development / societal responsibility only from the project management perspective, and does not concern the contents of the technical activities.

The GSM is organized around the three domains of sustainable development (social, economic and environment), complemented by a fourth one (good governance) that applies to the organizational level. For each of the four domains, the GSM describes the main themes and topics that should be taken into consideration for the respective domain, exemplifications of implementation actions, as well as the project actions for which the measures are relevant. The majority of societal responsibility topics and actions apply transversally to the project management actions whereas some of them concern the realization of the project public events.

The GSM approach is synthetized in the scheme below:

¹ An alternative term for “social responsibility” is “societal responsibility” (used in the French version of ISO 26000) that underlines better the contributions to the general, societal outcomes of the society. For this reason, the term “societal responsibility” will be used in the current document.

Figure 1 – GPP-STREAM GSM rationale



2.2 GSM principles

The GSM is guided by the following principles and values:

- ✓ respect for social equity, environmental protection, sound economic development and good organizational governance;
- ✓ the holistic approach of the social, economic, environmental and governance domains when integrating societal responsibility in the management of the project;
- ✓ coherence between the societal responsibility principles and actions deployed within GPP-STREAM and the organizational practices;
- ✓ consultation and involvement of stakeholders in the development and deployment of the GSM at Consortium and organizational level.

2.3 GSM roles and responsibilities

The following project actors are involved in the elaboration, coordination and implementation of the Sustainability Management of the Project:

a) **Fondazione Ecosistemi**, the Advisory partner of GPP-STREAM:

- ✓ elaborates the GSM;
- ✓ updates the GSM whenever considers it necessary, by consulting the Consortium partners;
- ✓ ensures a permanent societal responsibility help desk for the Consortium partners to implement the GSM, available at: matteo.gordini@fondazioneecosistemi.org. The time of response is 48 hours;
- ✓ gathers and aggregates the societal responsibility efforts realized by the project partners.

b) **Lead Partner** (Autonomous Region Friuli Venezia Giulia) is responsible for the overall administrative and financial management of the project and for reporting and communication to the European Commission and:

- ✓ coordinates the application of the GSM;

- ✓ provides support to Fondazione Ecosistemi in solving societal responsibility debates among the Consortium partners;
- ✓ ensures the monitoring and assessing the actual progress of the project;
- ✓ ensures the feedbacks on the societal responsibility issues raised by the project partners, in consultation with Fondazione Ecosistemi;
- ✓ specifically address societal responsibility issues during the online and face to face meetings;
- ✓ coordinates the technical progress in order to ensure goals are met on time and within budget restrictions, for each semester;
- ✓ ensures the application of the GSM throughout the project, in cooperation with Fondazione Ecosistemi;
- ✓ supports task leaders for the identification and application of the relevant societal responsibility measures;

c) Coordinators of the activities:

- ✓ manage the application of the GSM in the respective activities in partnership with the task leaders;
- ✓ report to the lead partner during the periodical meetings, including on societal responsibility issues, whenever applicable and about the progress of their work through quarterly progress reports, including on societal responsibility issues.

d) Project partners:

- ✓ apply societal responsibility measures in the activities in which they are involved;
- ✓ report societal responsibility issues to the lead partner and to Fondazione Ecosistemi whenever appropriate;
- ✓ establish the responsibilities for societal responsibility issues within the team.

2.4 GSM process

GPP-STREAMGSM proposes a flexible methodology of implementation. Rather than proposing a management system, the GSM develops guidelines for the Consortium partners that should be followed for the adoption of societal responsibility principles and measures in the project actions. This flexible methodology enables each project partner to develop societal responsibility tailor made approaches, adapted to the typology, impact and resources used for each action, as well as to the organizational structure of the respective partner.

Coordinators of the activities are strongly encouraged to develop societal responsibility action plans for the respective activities or to specifically address this topic in the activity and task planning. Consortium partners are also encouraged to document the application of various societal responsibility measures in the implementation of the actions (e.g.: photos, interviews, evaluation questionnaires, screen shots, support documents etc.). Coordinators of the activities can contribute by describing the societal responsibility efforts deployed within the respective activity, with the support of task leaders.

2.5 Communication aspects

The partners are strongly encouraged to communicate the societal responsibility measures undertaken within GPP-STREAM, especially if these measures concern public events and meetings, in order to raise the awareness of the general public concerning the sustainability measures.

3) SOCIAL DOMAIN

3.1 Objective

The social domain themes, topics and actions address the working conditions of the human resources involved in a project (employees, collaborators, interns etc.), as well as the transversal promotion of universal rights and values.

3.2 Social key topics and measures management

Social topic	Implementing measures (examples)	Project actions and timing	Partners
<i>Equal rights, fight against discrimination</i>	<ul style="list-style-type: none"> - Transparent system for the recruitment, financial and non-financial retributions, training, evaluation, firing and retiring conditions for the project staff - Publicly communicating the support of equal rights and non-discrimination (e.g.: website disclaimer, internal policies) - Reporting on the type of project staff (e.g.: sex, minorities) - Accessible locations for project events 	Management – kick off of the project / transversal	All
	<ul style="list-style-type: none"> - Ensure accessible, non-technical language during the project events and for the documents addressed to the general public 	Transversal	Activities Coordinators
<i>Decent and fair working conditions</i>	<ul style="list-style-type: none"> - Clear stipulation of the working conditions in GPP-STREAM (bonuses, non-financial awards, holidays, health and safety at work, working duration, avoidance of burn out, training, performance recognition, end of the contract etc.) in the contracts and job descriptions for the project staff - Elaboration of H&S 'health and safety' / staff performance management plans (objectives, risk 	Management – kick off of the project / transversal	All

	<p>analysis, tools)</p> <ul style="list-style-type: none"> - Provision of easy, participative, constant and transparent tools for the evaluation of the working conditions - Ensurance of “whistle blower” mechanisms within (reporting of illegal or irregular behavior) the project staff 		
	<ul style="list-style-type: none"> - Ensurance of H&S tools (first aid kit, emergency exit plans...) for the project events 	Public events (conferences, agoras meetings, trainings), project meetings	Lead partner
	<ul style="list-style-type: none"> - Listing of the Consortium staff on GPP-STREAM website 	Communication – website elaboration	CSEG
<i>Lifelong learning for the project staff</i>	<ul style="list-style-type: none"> - Involvement of the staff in various project tasks to develop a large array of skills - Reporting on the number of hours of staff training (both formal and non-formal) within GPP-STREAM - Ensurance of socialization / interaction moments inside the organization and at project meetings - Encourage the participation of the staff members for the webinars 	Management	All
<i>Private life and personal data</i>	<ul style="list-style-type: none"> - Elaboration / update of internal policies concerning the protection of the private life and of personal data within GPP-STREAM - Ethical code for the videos and photos realized within GPP-STREAM 	Public events (conferences, meetings, trainings), project meetings	All
<i>Intercultural dialogue, respect for cultural values and human rights</i>	<ul style="list-style-type: none"> - Recruitment of intercultural competences staff members - Identification and adoption by the internal project teams and by the Consortium of a set of common values and principles (e.g.: through an ethical code) - Drafting a “vigilance” policy to monitor the respect of cultural values and human rights inside the Consortium 	Management	All
	<ul style="list-style-type: none"> - Use of specific tools to favor intercultural dialogue within the Consortium (debates, materials concerning the foreign countries, adaptation of project meetings caterings to cultural requirements – e.g.: fast) - Specifically address human rights and cultural values. 	Transversal	All

4) ENVIRONMENTAL DOMAIN

4.1 Objective

Within the environmental domain, the main scope is to reduce the environmental footprint generated by the project activities by focusing on most relevant environmental aspects: energy consumption; natural resource use, CO₂ emissions, waste production.

The environmental footprint will be reduced by direct actions undertaken by project's beneficiaries and indirectly as a result of actions targeting the organizations involved in project implementation.

In order to implement the majority of the environmental measures proposed below, the project partners will make use of green procurement practices in the acquisition of goods and services necessary for project implementation.

4.2 Environmental key topics and measures management

Environmental objective	Proposed measures	Place of implementation	Partners
CO2 emissions reductions	<ul style="list-style-type: none"> - Encourage the participants and staff members to use public transport, car sharing / car pooling and carbon compensation airplane solutions - Organization of phone and Skype meetings for regular updates - Selection of public transport accessible locations - Communication of public transport solutions for the event location 	Public events Project meetings Own offices	All
Energy savings CO2 emissions reductions	<ul style="list-style-type: none"> - Use of energy-efficient IT equipment and reduction of energy consumption - Rational use of lighting (light sensors, ecological bulbs, use of meeting rooms with natural light) - Rational use of heating/cooling 	Own offices Project meetings Public events	All
	<ul style="list-style-type: none"> - Hosting of GPP-STREAM website on energy efficient, low carbon server 	Online	CSEG
Waste reduction	<ul style="list-style-type: none"> - Avoid over-packaged items for consumables and catering - Ensure waste selective collection - Deploy efforts for the recycling of the waste generated by the project - Propose buffet lunches for the project events 	Own offices Project meetings Public events	All
Reduction	<ul style="list-style-type: none"> - Project consumables used in the technical and 	Own offices	All

in resource use	management work (paper, post its, files, pens, flipchart paper) will have the EU ecolabel or equivalent certifications or will comply with equivalent characteristics		
	<ul style="list-style-type: none"> - Exchange of management and communication documents in electronic format - Ensure the online promotion of the events and avoid printing of promotional materials - Use of durable or biodegradable plates/cutlery for catering 	Project meetings Public events	Event organizers
	<ul style="list-style-type: none"> - Provide recommendations for sustainable printing for the project deliverables (EU Ecolabel paper, Nordic Swan, FSC, recycled, use of vegetable ink etc.) 	Transversal	Activities Coordinators
Multiple objectives	<ul style="list-style-type: none"> - Selection of accessible and low impact environmental solutions for the accommodation (e.g.: with Ecolabel/ISO14001/EMAS) - Use of organic / season / fair-trade – local / bulk catering solutions - Ensure equilibrated menus, with minimal quantities of meat and avoid the beef in the menu 	Public events Project meetings	Event organizers

5) ECONOMIC MEASURES

5.1 Objective

The economic domain themes, topics and actions address the extent to which the project insures the application of “best value for money” and sustainability principles and promote the principles and structures of a responsible economy.

5.2 Economic key topics and measures management

Economic topic	Implementing measures (examples)	Project actions and timing	Partners
<i>Project cost efficiency</i>	- Develop and implement cost management policies for the project (estimation, justification, monitoring, evaluation, control and reporting) to ensure the “best value for money” for the budgets of each partner	Management (financial department), transversal	All
<i>Project sustainability</i>	- Anticipate the project exploitation and sustainability plan of GPP-STREAM with the project partners and stakeholders - Transversally involve the European Advisory Board in the consultations concerning the project sustainability	Management (financial department), transversal	All
	- Develop the capacity of the target groups (namely PAs) to use the project results after the end of the project through various tools (guidelines, webinars etc.)	Management, transversal	All
<i>Local communities positive impact</i>	- Procure the project goods and services (catering, accommodation, consumables etc.) from ecological, solidal sources - Employ local staff	Management, transversal	All
	- Contribute to the local infrastructure development	Management, transversal	All
	- Ensure that the local community is represented as a project stakeholder	Management, transversal	All
<i>Intellectual property rights</i>	- Verification and monitoring of the Intellectual Property Rights (IPR) issues for the materials used throughout the project, especially website and toolkit - Acknowledge the rights on creative works	Transversal	All

	(such as photos or videos) produced in the project, even if it is not mandatory - Use of open source, copy left solutions (e.g.: Creative Commons for the project deliverables)		
<i>Promotion of green and social economy</i>	- Realization of sustainable (green and social) procurement for the project goods and services - Encouragement of the SMEs to respond to the public procurement procedures from the project	Management (acquisition department)	All
<i>Promotion of societal responsibility in the sphere of influence</i>	- Communication of the GSM measures undertaken by the Consortium and the individual partners towards the stakeholders, especially on the project website	- Public events - Project meetings - Online agoras - Website	All

6) GOOD GOVERNANCE MEASURES

6.1 Objective

The good governance domain themes, topics and actions address the internal processes of an organization / project structure in order to apply societal responsibility principles, tackle stakeholder involvement issues and support the coordination with other similar initiatives in order to maximize the impact and save resources.

6.2 Good governance key topics and measures management

Governance topic	Implementing measures (examples)	Project actions and timing	Partners
<i>Project ethical principles</i>	- Elaboration / adaptation of ethical codes of conduct for GPP-STREAM by the Consortium members	First 6 months	All
	- Elaboration of a project ethical code of conduct shared and agreed with the project partners and publicly communicated (e.g.: on the website)	First 6 months	All
<i>Stakeholder identification and involvement</i>	- Insure the representativeness of the stakeholders in the identification phase and insure their consultation during the project lifespan on the main implementation issues (feedback mechanisms)	Transversal	All
	- Communicate on the project website the list of identified project stakeholders and the way they will be involved in the project actions	First 6 months	CSEG and all
<i>Participation of the employees at the societal responsibility policy</i>	- Promote and raise the awareness concerning the GSM internally, within the project team - Delegate a representative from the project team responsible for the application of the GSM for the actions in which the organization is involved	First 6 months	All

<i>Coordination with similar initiatives</i>	<ul style="list-style-type: none"> - Identification and networking with similar EU, national and regional actors and initiatives - Permanent information and coordination with the similar initiatives in order to avoid duplication of activities - Communication of the coordination efforts on the project website 	Transversal	All and CSEG
<i>Project transparency</i>	<ul style="list-style-type: none"> - Communication of the project total value, of the financial shares of each partner as well as their responsibilities in the project 	Transversal, on the project website	CSEG
	<ul style="list-style-type: none"> - Communication to the public concerning the main decisions taken in the project (consequences of amendments, stakeholders inputs etc.) 	Transversal, on the project website	CSEG
<i>Reporting and communicating societal responsibility performances</i>	<ul style="list-style-type: none"> - Periodical reporting concerning the societal responsibility performances by the project partners 	Annual	All
	<ul style="list-style-type: none"> - Aggregation and inclusion of a GSM section within the annual report 	Annual	All
	<ul style="list-style-type: none"> - Elaboration and publication of an societal responsibility final report describing the main societal responsibility measures undertaken by the Consortium partners 	End of the project	All