

# Guatemala National Cleaner Production Centre

## Case study in Good Organization, Management and Governance Practices

**Guatemala National Cleaner Production Centre has through a close relationship with the public sector been able to expand its activities and services to include support to policy making processes and has received recognition from the Government for promoting Cleaner Production at the national level.**

### CENTRE IN BRIEF

The Guatemalan NCPC (CGP+L) is a non-profit technical institution established on 15 July 1999 and has been constituted as a Foundation on 13 August 2007 by the Ministerial Agreement No. 1345-2007. The CGP+L is supported by UNIDO, Swiss State Secretariat for Economic Affairs (SECO), UNEP, as well as by some national institutions such as the Del Valle University of Guatemala, the Sugar Manufacturers Association and the Guatemalan Chamber of Industry.

The CGP+L structure includes a Board, an Executive Director, an Advertisement Assistant, Technical Experts, as well as financial and administrative personnel. In 2009, the CGP+L had 7 staff and an annual operational budget of EUR 100,000. The Board is composed of members of the Guatemalan industry, representatives from UNIDO and other international cooperation bodies.

The CGP+L has several years of experience in Cleaner Production (CP) training and technical assistance (through Plant Cleaner Production Evaluations). The CGP+L acts as information centre on CP and implements international and regional projects. Until today, the CGP+L has given technical assistance (through Project execution or direct services) to more than 100 enterprises from different industrial sectors such as: tanneries, dairies, metal processors, food and beverages, plastics, coffee, textiles and tourism.

With the objective of guarantying the quality and consistency of the CGP+L work, a quality and environmental

system based on ISO 9001 and ISO 14001 has been implemented.

### STRATEGY

The CGP+L defined its mission and vision, taking into account its relationship with the stakeholders that have a direct link with the institution's activities. As part of the quality and environmental system in the organization, an annual management review is done, which is used as an internal annual report of the Centre's activities.

One of the activities that has been identified as needing improvement is the strengthening of communication between the Executive office and the Board, with the objective of ensuring feedback on the strategic decisions of the Centre for the medium and long term goals, as well as an evaluation of the results from recently conducted activities. Employing more people with experience in key areas to the Centre's activities would add value to the development of feasible strategic plans for the strengthening of the Centre's structure and scope.

With regards to the CGP+L strategy formulation, a work plan is being developed to monitor and plan the activities related to the current services provided by the Centre, as well as to integrate new services with the objective of increasing the CGP+L outreach.

The work plan defines the operational control of activities, especially the services offered by the CGP+L, always seeking feedback from clients to measure their level of

### ABOUT THESE CASE STUDIES SERIES

The Joint UNIDO-UNEP Programme on Resource Efficient and Cleaner Production (RECP) aims at improving the resource productivity and environmental performance of businesses and other organizations in developing and transition countries. The Programme is implemented in partnership with a network of National Cleaner Production Centres (NCPCs) that have currently been established in over 40 countries. This case study series documents how NCPCs have been set up and are being managed and governed in their respective national contexts. They illustrate the accompanying Primer on Good Organization, Management and Governance Practices for RECP Service Providers.



satisfaction. The operational controls are implemented and administered by the personnel involved in the different activities. At present, the Board is in charge of the human resources and financial performance of the Centre. The Executive office, with the staff's support, decides on the field activities, relations with clients and suppliers, as well as on the establishments of strategic alliances.

### AUTONOMY

The CGP+L is an independent and legally constituted institution, that operates in close cooperation with its national host institution, the Guatemalan Chamber of Industry.

The Centre has defined specific strategies aimed to attain legal, economical and managerial autonomy. Initially, the CGP+L relied on the economic and legal support provided by its national host institution, UNIDO and the Swiss government, which has allowed the development of the Centre and the establishment of a solid base for future self-sustainability. From a legal perspective, it was necessary to become legally independent from the host institution in order to participate in projects financed by cooperation agencies.

Independency has enabled the strengthening of the relationships between the Centre and local authorities in environmental, economical, and social issues. An important experience is the relationship developed with the Guatemalan government, namely the Natural Resources

Ministry which has a CP focal point and has contributed to the promotion of CP activities in the country. A good relationship with national authorities has reinforced the Centre's presence in public and private sectors, contributing to the identification of potential issues of conflict.

It is important to emphasize the neutrality of the Centre as a non-profit private institution, which allows the private sector to see it as a strategic partner for government relationships. For the public sector, the CGP+L is a link to the industrial sector and a provider of technical support on CP and related topics on a national scale.

### OPERATIONAL MANAGEMENT

The CGP+L applies a quality and environmental system based on the ISO 9001 and ISO 14001 standards. A recertification of the quality system was started in late 2009. The quality and environmental system has been a strong tool used by the administration to fortify the Centre's internal activities. The continuous improvement process helps in establishing strategic plans and operational programmes that include economical, managerial, environmental and technical elements. A significant point is that the system has strengthened and standardized the results of the Centre's activities as well as the feedback received from clients.

Identifying the improvement opportunities, taking into account the experience and knowledge of the Board







members and the Centre's staff, enables the Centre to have a wider scope. In this respect, the Centre was able to build on its institutional strengths in identifying new services, as well as training needs for its staff and in defining administrative and financial roles. Maintaining the continuous improvement process needs a time investment, which requires effective communication between the Board and the staff, this being a great point for improvement in the organization. Developing administrative processes in order to facilitate communication between members of the Centre's staff, as well as with the Board and the Executive director facilitates the decision making and the implementation of preventive and corrective actions. It is important to include the establishment of economic, administrative, technical and environmental indicators in these processes.

Taking ownership of their own activities and achievements is important for the development of the staff. For this reason the staff has been increasingly involved in the management of processes and services. In parallel the Board and Executive director simply provide feedback on the level of satisfaction achieved and the identified improvements.

The CGP+L has a permanent staff which manages all the institution's operations. Additionally, it counts on a group of technical associate experts for implementation of CP activities in companies. It is important to highlight that the technical department employs the highest number of staff within the CG+L. The Centre was in 2009 defining the internal policies on personnel recruitment, evaluation of labour performance and salary increases.

Among the CGP+L staff there is a person in charge of the Centre's financial control in order to guarantee the correct management of the financial resources. Due to the fact that the CGP+L manages funds from cooperation agencies and donors, financial control is a critical issue to ensure that those institutions receive clear information regarding the utilization of the funds.

Values and ethics are of great importance for the CGP+L performance. The integrity of the activities as well as the neutral position of the Centre, have contributed to its credibility on the market.

## BUSINESS

The CGP+L has made an effort to secure its relationship with clients, cooperation agencies and government with the objective of identifying new opportunities to develop activities in the already offered services and in new ones.

During the last three years, besides technical activities, the Centre has also developed activities in relation to policies and voluntary agreements, legal compliance services thanks to the relationship with the public sector. The Government has recognised the positive role the Centre is playing in promoting CP at the national level.

Having pilot projects for the development of new services provides useful experience and information to define the characteristics of a new service to offer. This is the case of the technical evaluation for the compliance with the new wastewater disposal regulation in Guatemala.

Another element of success in the development of new services is to have success stories and to market them to potential clients, in this case the enterprises. In the end, they are the ones telling about the benefits of the activities in which the Centre participates. Other opportunities have been found when participating in knowledge networks, committees, conventions and events where new clients have been met. A clear example of this is the participation in the CPLatinNet, the Latin American NPCC network, or the establishment of alliances with Centrarse, the Guatemalan institution promoting corporate social responsibility, which has been of great help in finding and developing new business opportunities.

In order to enhance the internal communication within all levels, the Centre will also establish a communication mechanism from the Centre to the public, with the purpose of transparently conveying the results of the activities and providing useful and interesting information for the target groups.

## EXPERTISE

One of the strategies of the CGP+L is to carry out evaluations with the staff and external consultants. This has contributed greatly to build the technical capacity of the Centre. A specific result of this activity has been the improvement of technical assistance, development of new controls, formats, registers and the transfer of knowledge and experience.

The CGP+L has a website and an online library with technical documents to offer specialized information. This allows for the creating of knowledge networks using modern tools such as the internet and enhancing knowledge and technology transfer.

A recently initiated new practice is the transfer of knowledge acquired by selected staff in training workshops on specific topics to the rest of the team. In this respect, it is beneficial for personal capacity building to also involve



administrative, promotional and financial staff in project implementation.

Staff meetings take place once a week. During the meetings, the general activities of the Centre, progress made, staff's needs in regard to training, equipment, consumables, and other issues are discussed. New management control systems are being developed to ensure that the follow up of activities and staff contributions are more effective. The meetings also provide feedback on technical and managerial experiences, aiming to identify opportunities for improvements in the processes.

#### EXPERIENCE WITH PRIMER APPLICATION

All the key factors included in the Primer on Good Management, Organization and Governance Practices for NCPCs are complementary and contributed to the analysis of the current situation of the CGP+L and the identification of improvement opportunities. Initially, the strategy and experience factors contributed to short term improvements. The Centre's planning should be strengthened, as well as the experience sharing among staff and the technical capacity and knowledge.

Strengthening the interaction with the Board as well as improving the strategic planning have been identified as priority areas for the CGP+L. The last one requires the continuous improvement of the administrative controls

due to the increase of CGP+L's activities and outreach in the last two years.

The Primer is straightforward and easy to understand and use. It provides many ideas that, once adapted to the institution needs, contribute to improve the managerial performance. According to each theme, the user can identify specific aspects that are relevant for the institution and be used to make improvements.



[www.cgpl.org.gt](http://www.cgpl.org.gt)