



Good Organization, Management and Governance Practices:

A Primer for Providers of Services in
Resource Efficient and Cleaner Production (RECP)



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



UNITED NATIONS
ENVIRONMENT PROGRAMME

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UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



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FOREWORD

The United Nations Industrial Development Organization (UNIDO) and the United Nations Environment Programme (UNEP) cooperate to advance sustainable industrial development and sustainable consumption and production in developing and transition countries. Since 1994, UNIDO and UNEP have cooperated specifically to establish and support National Cleaner Production Centres (NCPCs), which are currently operational in over 40 countries. These NCPCs provide services to businesses, governments and other stakeholders in their home countries for the promotion and implementation of Resource Efficient and Cleaner Production (RECP) methods, practices, technologies and policies. In 2009 UNIDO and UNEP agreed on a new joint RECP Programme with the overall aim to expand and scale-up the activities and impacts of the global network of NCPCs.

This Joint UNIDO-UNEP RECP Programme includes support for the further professionalization and institutionalization of the NCPCs and other RECP Service Providers. The present Primer on '*Good organization, management and governance practices*' has been developed in response to the need expressed by several NCPCs for support in this area for NCPCs and RECP service providers. The Primer provides a framework of good practices that NCPCs can use to review and where possible improve their organization, management and governance, and thereby contribute to the independence, stability and sustainability of their organization.

The framework is based on five key elements: Strategy; Autonomy; Operational Management; Business and Expertise. Each of the elements has about half a dozen contributing key factors. These factors are elaborated and practical suggestions on how to strengthen organization, management and governance are provided. It is envisioned that NCPCs will periodically use this Primer to identify their strengths and weaknesses and set priorities for improvement in subsequent years. UNIDO and UNEP plan to support NCPCs with the implementation of their improvement plans through individual and collective training and by providing tools where necessary, under the auspices of the UNIDO-UNEP Network for RECP Promotion and Implementation.

This Primer is supported by a set of Case Studies which highlight specific organization, management and governance arrangements and achievements. These Case Studies also serve to illustrate how the key elements and factors of this Primer can be applied in practice. The initial set of Case Studies covers the NCPCs of China, Guatemala, Slovakia, South Africa, Tanzania and Viet Nam and is available on line at www.unido.org/cp. Further Case Studies will be added as more NCPCs start to apply this Primer.

NCPCs have a unique mandate to combine the delivery of services that serve the specific interests of clients with activities that benefit the business sector and society at large. The latter public interest activities can include advocacy, information dissemination, networking and policy advice at the national and sub-national levels. While the illustrations in the Primer are specific to NCPCs and other Providers of RECP Services, the underlying framework of key elements and key factors is equally applicable to service providers with dual public interest and private benefit service mandates in other areas, for example, energy efficiency, productivity and quality management.

It is envisioned that this Primer will serve as a start and reference point for NCPCs and other Providers of RECP Services to continuously improve their institutional set up, engagement with key stakeholders, management of resources and knowledge bases.

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Director
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Arab Hoballah
Chief
Sustainable Consumption and Production Branch
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PART 1: INTRODUCTION

I. CONTEXT

The Joint UNIDO-UNEP Programme on Resource Efficient and Cleaner Production (RECP) aims at improving resource productivity and environmental performance of businesses and other organizations in developing and transition countries (www.unido.org/cp). RECP is used as an umbrella term for the application of preventive environmental strategies, or Cleaner Production (CP), to achieve the triple aims of production efficiency, environmental management and human development. The RECP Programme builds national capacities, fosters dialogue between industry and government and facilitates investments for the transfer and adaptation of Environmentally Sound Technologies (ESTs). RECP can only be sustained if national capacity is in place to adopt and adjust methods, practices and policies to local conditions.

To promote the application of RECP by enterprises in developing and transition countries, UNIDO in cooperation with UNEP started, in 1994, to set up National Cleaner Production Centres (NCPCs) and National Cleaner Production Programmes (NCPPs). Since then, over 40 NCPCs and NCPPs have been established, with others in the planning stage. UNIDO manages the NCPCs and has worked with UNEP on developing the capacities of NCPCs and on facilitating information and experience sharing through regional and international networking.

In its establishment stage, each NCPC operates as a project management unit funded and administered by UNIDO and/or UNEP. Over time the NCPC is expected to gradually become increasingly organizationally and financially independent from UNIDO and UNEP. The more autonomous centres then become active implementing partners for both UNIDO and UNEP activities in the area of RECP. It thereby graduates into a nationally-owned provider of RECP services to businesses, governments and civil society. These services would typically at least include information dissemination, awareness raising, professional training, in-plant assessments and policy advice. By definition, some RECP services are expected to have a *private benefit* (in particular the identification of operational savings through RECP in companies) while other services provide a *public good* (promotion of RECP and acting as a national catalyst for environmental stewardship and sustainable industrial development in general). The service delivery of NCPCs is during the establishment stage generally supply-driven, and evolves over time to become more sustainable and demand-driven.

In order to sustain their existence and service delivery in the long run, each NCPC needs to transform itself as quickly and smoothly as possible into a nationally-owned institution with administrative and financial independence from UNIDO and UNEP. This has turned out to be a challenging and rocky road¹. Some NCPCs have succeeded well in securing national ownership, while others have found it difficult to forge an effective partnership with and between the public sector, the private sector and civil society. Even though this can in part be attributed to national circumstances, there are also some guiding principles and key elements that can be adopted to improve national ownership. Bringing such guiding principles to the fore and illustrating these with the experiences of selected NCPCs provides valuable insights for NCPCs and other RECP Service Providers². This is especially the case in terms of determining and trialling country specific strategies for improving management, accountability and governance, and thereby bolstering national ownership and institutional stability.

This Primer aims to present a simple overview of good organization, management and governance practices for organizations that fulfil at least in part a public good role, and practical applications for providers of RECP services in different regions. The experiences of selected NCPCs that are believed to provide useful insights are

¹ A further situational analysis can be found in UNIDO/UNEP Independent Evaluation of the UNIDO UNEP Cleaner Production Programme, United Nations Industrial Development Organization, Vienna, 2008

² For ease of reference this Primer henceforth refers to all agencies providing RECP services as NCPCs.

featured as examples in the Primer, while in addition complementary full Case Studies of the NCPCs in China, Guatemala, Slovakia, South Africa, Tanzania and Viet Nam are available (www.unido.org/cp). The suggestions that are proposed in this Primer and illustrated through various examples and Case Studies should help the NCPCs in graduating from a project management unit into a nationally-owned provider of services for private and public good. NCPCs will thus be able to improve their management and the effective engagement of stakeholders (government and private sector), which in turn are building blocks for the continuation and impact of the NCPC in the future.

The overall goal of this Primer is to provide practical guidance to improve the organization, management and governance of the Centres to foster national ownership and ultimately their institutional or organizational stability and sustainability.

II. TARGET AUDIENCE

This Primer is mainly developed for the Directors of NCPCs. It is aimed to help them improve the organization, management and governance practices of their respective NCPCs. At a second level, the Primer can be beneficial to Board members as well as key managers within the NCPC structure. In this respect, Board members can better understand and fulfil their strategic role and duties whereas key managers will enhance their business and management skills and practices.

Additionally, this Primer can be a support for the independent assessment of NCPCs.

III. GOOD ORGANIZATION, MANAGEMENT AND GOVERNANCE PRACTICES FOR NCPCS

1. Organizational sustainability through national ownership

Strong national ownership is a major aspect in strengthening NCPCs and ensuring organizational sustainability. Improved management and governance are central to attaining this.

Organization, management and governance can be understood differently according to the context and the situation. We propose the following definitions in order to explain what they can mean for NCPCs.

- **Organization:** the design of the organizational entity, its structure, vision and mission and decision making organs.
- **Management:** the processes/procedures and systems of the organization that ensure that the organization efficiently uses its available resources to achieve its aims and objectives.
- **Governance:** the processes and interactions by which the organization engages and consults with its stakeholders and accounts for its achievements. Governance characterizes how things are decided and then realized within an organization, be it a government or a company. Governance is thus a relevant issue for NCPCs and determines how they are directed, administered or controlled.

Good practices in management, organization and governance define ideal attributes, which can be achieved in different forms in different countries. While reaching ideal conditions may not always be possible, to ensure the sustainability of the RECP service provision, actions must be taken to work towards these ideal attributes. In our case, good practices become evident when the NCPC evolves from an international cooperation project or programme into a nationally recognized organization with managerial, administrative and financial independence and organizational and institutional stability and sustainability.

2. Introduction to the key elements and their interrelatedness

Five key elements are central to achieve good organization, management and governance. Given the national context and political framework of each country, the NCPCs evolve within a quite rigid frame comprising authori-

ties, stakeholders, peers and clients. This country specific frame influences how key elements featured below can be best applied from country to country.

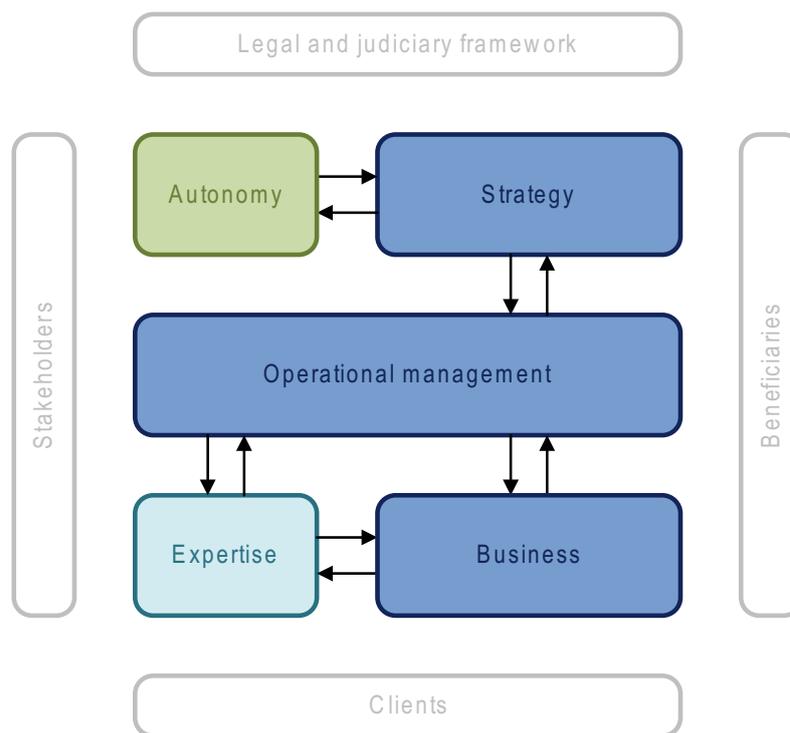
The key elements can be considered as desirable attributes for the NCPCs and provide specific orientations for action.

To better understand the scope and meaning of the key elements, they have each been subdivided and operationalized into key factors:

Key Element	Contributing Key Factor
Strategy	Vision and mission Role and composition of the Board Strategy formulation Control, decide and govern Transparency and accountability
Autonomy	Legal entity Representation Strategic alliances Conflicts of interest Stakeholder engagement and external communication
Operational management	Operational planning Leadership Staffing Organizing Coaching and communication Controlling Finance management Ethics and integrity
Business	Prospecting and acquisition Services provided Training provided Information dissemination and marketing Public relations and networking
Expertise	Knowledge management Face-to-face methods Paper Online tools

These key elements cannot be regarded as isolated and independent from each others. On the contrary, they are strongly interrelated, in addition to being embedded within the frame of external players as shown in the figure below.

In this respect, and to illustrate this interrelation of key elements we can say that a NCPC's strategy is determined by its autonomy as well as by its operational management: a good mission and vision is sustained by a pragmatic operational plan. Being autonomous will also enhance a NCPC's operational management and imply good business performance. Strategic alliances will enhance project acquisition and networking. Similarly, successful business depends on deep expertise in RECP as well as a good knowledge management system. Well selected and skilled staff are needed to provide high quality services and training.



3. How to use this Primer for improving your organization, management and governance

A good frequency for reviewing the appropriateness of the organization, management and governance procedures and practices is once every 1-2 years. Alternatively, you may also want to consider an external and independent assessment.

Another approach to your assessment is to address one or two key elements at a time. With your Board members you can go through key elements 1 and 2 (Strategy and Autonomy). With your management team you can tackle key element 3 (Operational Management). With your staff you can focus on key element 4 and 5 (Business and Expertise).

In the remainder of this Primer, each key element is presented in 3 sections. The first section provides a general definition with direct applications for the NCPCs.

The second section is a quick-self assessment that enables you to see where you stand in relation to the key element. It is a rather light section and it is important to note that the assessment is a tool for finding areas that need improvement; not for making judgements. By giving all 5 questions an equal weighting of 20 per cent you will get a score for that key element (maximum 100 per cent). Kindly note that the open questions with answers ranging from 1 to 5 correspond to the following scale:

- 1: very bad
- 2: bad
- 3: average
- 4: good
- 5: excellent

The third section presents a non-exhaustive set of good practices. It is the heart of this Primer and it provides suggestions that NCPCs can consider in order to improve their own organization, management and governance. These suggestions were compiled to serve as a red thread or as a checklist. Each NCPC can then adapt the suggestions to its own situational and national context as well as its own NCPC structure. Some tips that are critical in certain countries may not be as relevant for others.

PART 2: KEY ELEMENTS

I. KEY ELEMENT 1: STRATEGY

1. Definition

When it comes to any organization, strategic management requires an inclusive vision, a strategic plan and strong steering capabilities. The vision of a business is what it is aiming to reach whereas its strategy is comparable to a path or to the means required to reach the objectives. Strategic management answers 3 questions: What do we want to achieve? How do we want to be perceived in the market? What measures and what resources are needed to reach our goals? In this respect, business plans are useful tools to implement strategies.

Strategic management is essential for the good governance of NCPCs. It is mainly exercised by the NCPC Board which defines the vision and mission and sets a clear strategic plan to achieve its goals. Strategic management involves good guidance and control of NCPCs' operations and finances. It also ensures targeted and transparent communication with the main stakeholders of the NCPCs (industry associations and federations, policy makers and regulators within government, industry customers, suppliers, partners and the community at large). In this respect, the composition of the Board and its inter-relation with the NCPC management are also critical factors.

2. Self-assessment

1. Does your NCPC have an approved vision and mission that maximize stakeholder benefit?
 Yes No
2. Have the viewpoints and inputs of key stakeholders been taken into account during the development of the strategy?
 Yes No
3. To which extent does the Board review the annual performance of the NCPC in relation to its agreed strategic objectives?
 1 2 3 4 5
4. Is there a productive working partnership between the NCPC Director and the Board?
 1 2 3 4 5
5. Are roles, responsibilities and accountability for all relevant levels of management and Board members defined, documented and understood?
 1 2 3 4 5

Your score

3. Good practices

Vision and mission

- Identify core values and set short term goals and long term objectives for your NCPC.
- Make an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) of your operations.
- Take into account the interests of key stakeholders in formulating your vision and mission.
- Formulate a clear vision for the NCPC that reflects what it should and could become in the future.
- Have your NCPC vision periodically reviewed and approved by your Board.
- Communicate your vision and mission to your staff in order to get their commitment in achieving them.
- Adjust your vision and mission in time once you find they are not any longer suitable for your NCPC.

Role and composition of the Board

- Clarify in your statutes the roles and responsibilities of Board members and make sure Board members know them and understand them.
- Develop, if appropriate, a Board policy and a code of conduct.
- Give Board members a basic understanding of how the NCPC is structured and how it operates.
- Introduce a maximum term limit for Board members, if appropriate.
- Select Board members for their commitment to the NCPC mission and objectives.
- Ensure diversity of Board members (government, business sector and civil society) in order to attain the best exposure and attract wider experience to your NCPC.
- Seek neutrality and objectivity of Board members in order to avoid conflict of interest and get optimal guidance.
- Consider the size of the Board (not too small, not too big i.e. 5 to 9 members) in relation to your working and national context.
- Consider which type of Board is most suitable (e.g. Advisory Board, Supervisory Board, Board of Trustees, Steering Committee, etc.) in respect to your national context and NCPC structure.
- Have your Board chaired by a prominent and charismatic person who is committed to sustainable development at the national or international level.

*'Vision without action is a daydream.
Action without vision is a nightmare'*
Japanese Proverb

General Electric's vision

Corporate success depends on the vision articulated by the chief executive or the top management. For a vision to have any impact on the employees of an organization it has to be conveyed in a dramatic and enduring way. The most effective visions are those that inspire, usually asking employees for the best, the most or the greatest. At General Electric, the corporate vision is *'We bring good things to life'*.

Make sure you keep flexibility in your vision, communicate it constantly, and keep linking the events of today to your vision, underscoring the relationship between the two.

'For tomorrow belongs to the people who prepare for it today'
African Proverb

Vision of the Slovak NCPC

The motto of the Slovak NCPC is: The cheapest solution is solving the problem which has never really emerged. It continuously strives to be the leader in practical and effective protection of the environment and the management of industrial risks. It promotes, implements and supports proactive preventive approaches in solving industrial pollution problems in Slovakia and abroad.

'Deliberate often--decide once'
Latin Proverb

'Strategic planning is worthless, unless there is first a strategic vision'
John Naisbitt, American author

**NCPC South Africa (NCPC-SA):
2 Boards for optimal steering**

The NCPC-SA is led by a strategic committee called the 'Executive Management Committee' (EMCO) that is chaired by the Department of Trade and Industry (dti) and includes the Department of Environmental Affairs, Business Unity South Africa, the host institution – the Council for Scientific and Industrial Research (CSIR) – and the Director of the NCPC-SA. The EMCO is the strategic decision and leadership body of the NCPC-SA that facilitates government buy-in to its strategic business plan and ensures the alignment of its objectives with the goals and plans of the government's sustainability strategy.

To remain relevant and align to national priorities, the EMCO is supported by an Advisory Forum constituted of representatives from relevant national and international institutions such as the chamber of commerce and industry, sector associations, non-governmental organizations, institutions of higher education, embassy secretariats from donor countries and the UNIDO regional office. The role of the Advisory Forum is to ensure local buy-in of activities of the NCPC-SA and give comments on project structure and expected outputs in respect to local and economic sector needs.

'If nothing has been forged, then what happened to the charcoal?'
African Proverb

Strategy formulation

- Engage yourself/your Board in thinking strategically about the NCPC's work and the role of the Board.
- Start the process of developing a strategic plan that can further be translated into your NCPC business plan.
- Search for a good balance between service innovation and NCPC core business to ensure stability and sustainability.
- Review the strategic plan with Board members and possibly with key stakeholders.
- Define the key strategic goals, outcomes and indicators that the NCPC should strive to attain.

Control, decide and govern

- Work transparently with your NCPC Board members, rely on them and call upon their wide experience and contacts.
- Hold regular Board meetings (minimum twice a year).
- Provide the right information in the right format (operational and financial reports, draft strategic plans, etc.) before each Board meeting in order to facilitate the decision-making process.
- Ensure that Board meetings are well managed and allow sufficient time for the important topics on the agenda.
- Prepare minutes of Board meetings highlighting major decisions taken.
- Develop a job description for the position of NCPC Director with performance indicators and have the Board appoint the NCPC Director.

Transparency and accountability

- Disseminate information in an open, accessible and timely manner through correct channels and to the right target group.
- Ensure that the annual reports of your NCPC are readily understandable, widely disseminated and accessible to the public.
- Make sure that annual reports give an accurate picture of your NCPC's activities and how it operates.

II. KEY ELEMENT 2: AUTONOMY

1. Definition

Autonomy enables the NCPC to act in its country for the continued implementation of RECP and not according to the particular interests of one or more third parties. A formalized legal status (e.g. not-for-profit foundation, association, non-governmental organization or private company) ensures autonomy on paper.

However, to secure effective and day-to-day autonomy, the NCPC can consider several practical aspects that are at least as important as its legal status. A balanced representation within the Board obviously avoids one organization (or one powerful person) imposing its own priorities and strategies on the NCPC. It also gives a clear message to clients and partners on the neutrality of the NCPC. Strategic alliances also enhance the autonomy of the NCPC when such partnerships are forged to exclusively serve the interests and development of the NCPC. Moreover, strategic alliances are very often limited in time, thus preserving the NCPC from strong influences. Finally, conflicts of interest can pose a threat to the credibility of the NCPC itself and thus its long term existence. These should be prevented rather than treated once they have appeared.

In practice, autonomy means that the organization can determine its own strategy, define its own activities and control its own finances, each within the boundaries of its mandate as reflected in the mission and vision statements. Strictly speaking, this can only be achieved with a separate legal entity for the NCPC. However, with proper agreements and controls in place, autonomy can also be achieved if the NCPC is an independent unit of a bigger legal entity.

2. Self-assessment

1. Does your NCPC have its own legal status (including - as appropriate - statutes, articles and bylaws)?
 Yes No
2. Can your NCPC enter into contracts for service delivery and can you freely manage the funds obtained?
 Yes No
3. Can your NCPC hire and appoint its own staff and make legal working contracts?
 Yes No
4. To which extent can you enter into partnerships with other organizations in order to foster your own operations?
 1 2 3 4 5
5. To which extent have you set procedures to avoid conflict of interest between your NCPC operations and members of the Board or staff of the NCPC?
 1 2 3 4 5

Your score

The Slovak NCPC: a double solution for the legal entity issue

Both legal bodies of the Slovak NCPC are fully independent.

SCPC Ltd. provides professional consultancy, training and advisory services to clients from different sectors and commercial rates are charged.

PROVENTUS provides awareness raising, education as well as training and research activities.

The independence of PROVENTUS from the SCPC Ltd. is assured through the Board and independent financial accounting systems. Both organizations share staff, to the extent required by projects, in a fully accountable manner.

'I know but one freedom and that is the freedom of the mind'

Antoine de Saint-Exupery, French writer

Toshiba's strategic alliances

Toshiba firmly believes that a single company cannot dominate any technology or business by itself. Toshiba's approach is to develop relationships with different partners for different technologies. The partnerships helped the company to become one of the leading players in the global electronics industry.

Toshiba has formed various partnerships, technology licensing agreements and joint ventures. In semiconductors, Toshiba, IBM and Siemens came together to pool different types of skills. The cooperation between the partners was limited to research. For commercial production and marketing the partners decided to be on their own.

In flash memory, Toshiba formed alliances with IBM and National Semi Conductor. The agreement with IBM has also enabled Toshiba to become one of the world's largest suppliers of colour flat panel displays for notebooks.

3. Good practices

Legal entity

- Define the most appropriate institutional status that is suitable for your specific context.
- Develop your own statutes, articles and regulations.
- Make sure your NCPC has the required autonomy to ensure its administrative and financial independence.
- If an independent entity is the preferred option, ensure that your NCPC is legally registered.
- Establish your own governing body (Board).
- Protect your NCPC's intellectual property rights through legal agreements and restrictions when appropriate

Representation

- Establish your own governing body (Board) with representation from the key stakeholders.
- Enable your key stakeholders to become Board members in order to benefit from their experience and contacts.
- Make sure there is a good balance between Board members to avoid your NCPC being captured by a particular interest.

Strategic alliances

- Seek out and develop partnerships with other organizations.
- Define expected outcomes and benefits for your NCPC operations before planning and agreeing on a strategic alliance.
- Identify the results from the alliance that will be most beneficial for your operations and define the structure and operating issues that need to be addressed to achieve these results.
- Be certain that your NCPC culture is compatible with your partners' and make sure that there is an acceptable level of trust.
- Ensure that your strategic plan enables you to serve all sectors and all industry sizes and does not limit the scope of your services.
- Consider exit strategies to terminate problematic alliances.

Conflicts of interest

- Set adequate measures to prevent conflicts of interest.
- Ensure that, when Board members are facing conflicts of interest, they refrain from voting.
- Ensure that the roles of the NCPC and the Board complement each other, and do not conflict.

Stakeholder engagement and external communication

- Identify the key stakeholders of your NCPC.
- Agree on a process by which you will engage the key stakeholders and review these mechanisms regularly.
- Take into account the interests of key stakeholders when taking important decisions for your NCPC's future.
- Involve your key stakeholders when building and validating your strategic plan.
- Give key stakeholders a basic understanding of how the NCPC is structured and how it operates.
- Hold regular meetings with your NCPC stakeholders.
- Anticipate the needs and expectations of your stakeholders in order to ensure their engagement.
- During times of change or turbulence, display constancy and steadiness in order to inspire the confidence and commitment of your stakeholders.
- Create realistic expectations among the stakeholders of your NCPC and ensure that your NCPC meets and exceeds these expectations.
- Choose the relevant level of information, channel and language depending on the type of stakeholder you are communicating with.
- Measure the effectiveness of dialogues with the key stakeholders.

NCPC Morocco: the independent host institution

The NCPC in Morocco is a service unit of the General Confederation of Moroccan Companies (CGEM). The CGEM members are the 24 industry federations active in the country, with about 2000 member companies, and 130 professional associations. The CGEM is convinced that its credibility arises from its independence toward government bodies.

'I'm putting my trust behind those negotiations because I think they might yield something, I believe in bringing stakeholders to the table'

Jon Huntsman, American politician and diplomat

NCPC Guatemala (CGP+L): the equilibrium for autonomy

To have legal, economic and managerial autonomy, the CGP+L defines specific strategies with the purpose of achieving self sustainability.

Initially, the Centre relied on the economic and legal support provided by its national host institution, the Guatemalan Chamber of Industry, UNIDO and the Swiss Government, which enabled the strengthening of the Centre for building a platform for self-sustainability. However, from the legal perspective, it was necessary to become legally independent from the host institution in order to participate in the projects of international cooperation agencies.

III. KEY ELEMENT 3: OPERATIONAL MANAGEMENT

1. Definition

Management in all business and social organizations is simply the act of bringing people and other resources together to accomplish desired goals and objectives.

Operational management of a NCPC consists of implementing the strategies defined by the Board to deliver the agreed activities and outputs in an efficient and effective manner with available resources. First, the strategic plan must be translated into a work plan with binding responsibilities, reasonable staff time allocation and feasible deadlines. The work plan provides all staff with the necessary guidance for the smooth and coordinated implementation of NCPC activities. Managing staff and organizing their activities means ensuring that they are performing their duties in accordance with the work plan. However, managing staff also requires human and social qualities. Coaching and communicating should take into consideration the skills, experiences and qualification of concerned staff, while leading essentially means being an example for the staff. It is necessary to evaluate the performance of the NCPC and its staff on a regular basis. It should be noted that a certain degree of ethics and integrity is required when conducting all operational management activities. This in turn fosters confidence and respect among staff for an optimal work atmosphere.

2. Self-assessment

1. Have you established a work plan with target performance indicators for your NCPC operations and are these known and understood by your staff?
 Yes No
2. To what extent do you develop appropriate job descriptions and to which extent is each of your staff members aware of his or her specific duties and responsibilities?
 1 2 3 4 5
3. To what extent are your staff able to produce relevant information in a timely manner?
 1 2 3 4 5
4. To what extent do you reward good practice and give staff the time and opportunity to share their learning?
 1 2 3 4 5
5. To what extent do members of NCPC staff participate in management of the NCPC (e.g. work planning and review etc.)?
 1 2 3 4 5

Your score

3. Good practices

Operational planning

- Translate your NCPC's strategic plan into a feasible and attainable work plan.
- Encourage staff to participate in setting your operational goals and determining how to achieve those goals.
- Set achievable deadlines and targets for your projects.
- Allocate the necessary time and appropriate means to attain required results.
- Make your work plan known and understood by all staff members regardless of their level of responsibility.
- Regularly review your work plan with your staff and make necessary corrective actions.
- Share performance indicators, milestones and targets regularly with all staff members.

Leading

- Show by example that you value performance and manage to achieve it.
- Demonstrate to your staff that you are using performance management in your day-to-day activities.
- Show your staff that when underperformance occurs, you take steps to deal with it.
- Acknowledge your mistakes and demonstrate that you are doing something to put them right.
- Focus on analysing problems and finding solutions rather than apportioning blame when discussing problems with staff.
- Promote good ethics in all your operations.
- Share performance information with your staff.

Staffing

- Select the right person for the right job through a transparent recruitment and hiring process.
- Reward employees with competent skills and encourage them to stay with the NCPC when appropriate.
- Allocate enough staff to the different functions of your operations (technical, administrative, financial).
- Ensure that the right people are able to produce robust performance information and that they understand how to act and take decisions on the basis of that information.
- Inform your staff of the outcomes of Board meetings and talk to them about set priorities.
- Keep your staff informed about the overall NCPC plans and results.

'Failing to plan is planning to fail'

Chinese Proverb

NCPC Viet Nam (VNCPC): a thought through process

Based on a project plan, the Management Board of the Centre develops annual activities in a participatory approach. According to the ISO 9001 procedure of the Centre, each project manager receives an assignment from the Director and is responsible for the development of a detailed plan of activities, including the allocation of human and financial resources. Each project manager then discusses the plan of the project activities with the Management for its approval.

Each staff member has his or her own job description. Based on the desired goals and objectives of the project as well as the background and experience of the staff, the Director clarifies with them their assignment, work load, duties, responsibilities and necessary time to attain required results for the project.

The Centre also allocates enough time and resources for training staff on specific skills. This in turn allows for the continuous improvement of staff capacity for providing training and consultancy to clients. The VNCPC organizes monthly staff meetings to review performance as well as to share information on the progress of projects and, if needed, to make adjustments or revisions.

Staff profile of the Slovak NCPC

Except administrative and part time maintenance staff, all are professionals in a particular area related to cleaner production. The staff includes environmental management graduates, process and safety engineers, a mechanical engineer, an electrical engineer, chemical engineers, and a geographer. Typically, one person focuses on several CP and related environmental and risk management instruments. Responsibility for instruments is allocated to a specific unit.

**NCPC Tanzania (CPCT):
reorganizing for improved quality**

The core staff of the CPCT has, since its establishment, been lean (i.e. 3 professional and 3 support staff). Each of the professional staff (Director and deputy directors) was assigned responsibilities to oversee specific functions of the Centre although the activities were carried out through joint efforts. The CPCT follows a collective management approach. The Director and deputy directors meet regularly to discuss, deliberate, and decide on issues concerning the operation of the Centre.

In order to improve the quality of services and activities, the Centre has initiated a comprehensive reorganization. The new organization of the Centre is yet to be fully operationalized. The new management structure comprises the Board of Trustees, Executive Director and heads of departments (Production and Consumption; Chemicals and Waste Management; Research and Consultancy; and Finance and Administration).

*'Management is doing things right;
leadership is doing the right things'*

Peter F. Drucker, American writer and management consultant

NCPC Guatemala (CGP+L): the ISO solution

The CGP+L has a quality and environmental management system based on the ISO 9001 and ISO 14001 standards. A recertification of the quality system was initiated in 2009. The quality and environmental system has been a strong tool used by the administration to improve the Centre's internal activities.

The continuous improvement process helps to establish strategic plans and operational programmes that include economic, managerial, environmental and technical elements. The system has improved and standardized the results of the Centre's activities as well as the feedback received from clients.

'The conventional definition of management is getting work done through people, but real management is developing people through work'

Agha Hasan Abedi, Indian banker and philanthropist

- Ensure that your staff members believe in the NCPC vision and that they are committed to achieving it.
- Prepare an organizational chart with reporting lines.
- Develop job descriptions for the key positions within the NCPC along with performance indicators and appropriate reward packages.
- Clarify duties, responsibilities and important results that are to be accomplished with your staff.
- Provide opportunities for your staff to broaden their experience and increase their competence.
- Allow enough time and resources for continuous training of staff in CP knowledge and practices.
- Conduct activities with both junior and senior experts, in order to allow for the transfer of know-how to new staff.

Organising

- Involve your staff in the development of systems, processes and procedures.
- Document all systems and processes and help your staff understand them.
- Ensure that systems and processes are proactive and transparent.
- Keep your systems and processes flexible and open for further improvement by your staff. Systems and processes are meant to support the work rather than stand in the way.
- Involve all your staff in devolving the goals of your NCPC.
- Encourage the delegation of tasks at all levels and whenever appropriate.

Coaching & communication

- Be accessible to your staff and easy to talk to, even when you are very busy and under pressure.
- Provide support and backing to your staff.
- Induce creativity by specifying the expected end result rather than showing how to do it.
- Value teamwork and actively encourage and reward staff to help each other improve.
- Insist that your staff think through problems and develop solutions on their own.
- Ensure that the staff is clear about what is expected of them and let them know when they exceed or fail to meet expectations.
- Tell the staff what they do well and what they could improve.
- Use praise as a positive management tool.
- Listen to your staff and encourage them to share problems as well as successes.

- Create a corporate culture among your staff.
- Recognise and reward good practice and provide staff with opportunities to share their learning.
- Evaluate staff performance regularly and set adequate reward systems.

Controlling

- Set up performance measurement and reporting systems.
- Assess the performance of your operations with the set objectives and indicators.
- Set up quality controls for your operations.
- Establish a feedback system and procedures.
- See if you can improve performance monitoring and if you have the right measures in place to tell you how well the NCPC is performing.
- Work with your staff to further develop the performance indicators required to evaluate their results.
- Report performance results and celebrate successes.
- Review the annual performance of the NCPC in relation to its strategic objectives.
- Identify compliance levels in relation to the relevant standards in the NCPC's annual report.
- Check if reports to the Board give sufficient and concise information regarding the implementation of the NCPC's programme and budget.

Finance management

- Approve an annual budget for the NCPC's corporate and programme plans and monitor budget expenditure regularly.
- Closely check your operational expenses and question their relevance while searching for efficiency and effectiveness.
- Make monthly reviews of your budget situation comparing expected incomes and expenses to actual performance.
- Ensure that structured processes are in place to monitor and audit financial performance in relation to the budget and key strategic goals, both at the executive level as well as by an independent controller.

NCPC China (CNCPC):

communicating clearly with staff

The Centre gives a clear description for each department along with specific job descriptions for each staff member within a department. The staff gets clear guidance from the managers or directly from the directors if they are involved in a large-scale project that is controlled by the directors. Hands-on practice and specific continuous training is provided to new staff. In general, the CNCPC sees CP-related training or seminars as very valuable. At the end of the year, or the completion of a project, the Centre possibly rewards the staff.

The staff is highly involved in the design and application of potential projects. All projects are jointly and thoroughly developed by directors and key staff members.

'The person who moves a mountain begins by carrying small stones'

Ancient Chinese Proverb

NCPC China (CNCPC):

Evaluating and communicating staff performance

The CNCPC elaborates its annual plan with specific target performance indicators and makes a summing-up every year to evaluate the achievements of each activity or project. Every year, the annual plan and summing-up report are disseminated to each staff member in the Centre to let them know how their efforts have contributed to results and achievements.

'Good leading makes good following'

Dutch Proverb

'The reputation of a thousand years may be determined by the conduct of one hour.'

Japanese Proverb

The Slovak NCPC:

financial transparency as a necessity

The detailed costs and incomes are allocated to cost centres in the accounting system. The internal documentation system traces down all direct costs to the particular cost centres and the working time of personnel is also traced down. Financial transparency is a pre-condition to obtain projects financed by public resources. For example, EU grants require audited accounting. The audits, bookkeeping, personnel administration including salaries, social, health and pension insurance are outsourced to external companies.

'Listen or your tongue will make you deaf'

Native American Proverb

The Viet Nam NCPC: engaging its staff

Regarding issues of ethics and integrity, all staff members commit to: (i) implement the certified ISO 9001 and ISO 14001, (ii) fulfil the role of the Centre as a focal point of CP in the country and (iii) to protect confidential information of clients in implementation of services.

'If you stand straight, do not fear a crooked shadow'

Chinese Proverb

Ethics and integrity

- Set a code of conduct for your NCPC.
- Design a system to ensure regular review of adherence to the code of conduct.
- Designate a committee that will have supervisory responsibility for ensuring the compliance of your operations with business ethics.
- Establish an internal (within your NCPC) and external (for clients and partners) procedure for complaints, concerns and questions.
- Ensure that when an opinion of value is given, it is not influenced by personal motivation or gain.
- Do not attempt to gain any unfair advantage over your competitors.
- Treat people in the same way as you would want them to treat you.
- Ensure that your NCPC business model and implementation are fair to all your stakeholders.
- Put mechanisms in place to prevent risks to integrity.
- Establish a clear chain of responsibility together with effective control mechanisms.
- Protect confidential information.
- Disseminate good business practices after having obtained client clearance.
- Encourage the discussion of ethical considerations prior to making decisions.
- Provide ethics training courses.
- Maintain a list of your commitments and promises.

IV. KEY ELEMENT 4: BUSINESS

1. Definition

Business is an economic system in which goods and services are exchanged for payment, on the basis of their perceived worth. Every business requires some form of investment and a sufficient number of customers to whom its outputs can be sold on a consistent basis.

Services provided by NCPCs for money can relate to:

- *Technology* (training and advisory services on CP, implementation of clean technologies and the financing thereof).
- *Policy* (advice to government agencies and other organization on CP and related topics, Multilateral Environmental Agreements).
- *Advocacy and advice* in areas like Sustainable Consumption and Production (promotion for emerging topics such as Life Cycle Assessment, Design for Sustainability, Sustainable Procurement, etc.) and Corporate Social Responsibility (integration with occupational health and safety, community environmental health).

Another form of business which does not provide money to NCPCs, at least not immediately, is networking and advocacy. It goes well beyond the public relations function of a company to include knowledge acquisition and sharing, advocacy and outreach, including, as the case might be, improving the competencies of potential competitors. Various channels can be used for this purpose, for instance conferences, fairs, and on-line media. NCPCs need to be open to collaboration with strategic partners, peers (other NCPCs or consultants) and customers to develop new business opportunities through new services for existing clients or new clients for existing services.

2. Self-assessment

1. Do you allocate staff time for prospecting and other business development activities (e.g. following tenders and calls of bidders)?
 Yes No
2. Are your NCPC operations breaking even through incomes from clients?
 Yes No
3. To which extent have you developed standardized CP service modules and developed new CP-related services?
 1 2 3 4 5
4. Does your NCPC service model have a good balance between training, information and advisory services to enterprises, governments and other possible client groups
 1 2 3 4 5
5. Does your NCPC have an active approach to networking and advocacy?
 1 2 3 4 5

Your score

'Chance never helps those who do not help themselves'
Sophocles, Athenian playwright

Active watch of tenders

WatchThatPage is an on-line service enabling organizations to automatically collect new information from relevant pages on the Internet. Select which web sites to monitor and WatchThatPage will find which pages have changed, and collect all the new content for your NCPC. The new information is presented in an email and/or a personal web page. Specify when the changes will be collected, so they are up to date when you want to read them. Typically, WatchThatPage can be used with government bodies and contractors issuing request for tenders on a regular basis.

NCPC Tanzania (CPCT):

supply-driven vs. demand-driven business model

The CPCT started the promotion of CP in the country using a *'supply driven approach'*. At that time, the CPCT could not call upon environmental legislation to induce industries to prevent or minimise environmental pollution. Instead, industries joined the programme on the basis of anticipated economic benefits. The CPCT therefore hoped that the demand for its services would grow after legislation was put in place.

In 2002 the CPCT changed its approach to be *'demand driven'* and identified marketable core activities which include training, Environmental Impact Assessments (EIA), in-plant assessments and audits, energy audits and policy advice and studies.

3. Good practices

Prospecting and acquisition

- Allocate staff time to prospect for new business opportunities on a regular basis.
- Maintain a schedule of prospected fields and clients and ensure follow up.
- Organize meetings between the NCPC Director and the prospecting staff to update and adjust the prospecting activities.
- Analyze results of prospecting and identify opportunities for improvement.
- Be aware and examine all tenders and calls for bids in relation with your NCPC service spectrum and capacities.
- Search for possible partnerships (consortiums) in order to deliver big projects.
- Plan your bidding process taking into account the deadlines as well as the time and competences available.
- Follow bidding conditions and processes thoroughly.
- Analyze the reasons for success or failure in a tender.

Services provided

- Become the national reference institution for providing basic CP auditing and training services to companies and other organizations (core business).
- Present the results of any CP assessment with a plan of action and with estimated costs and benefits and provide assistance with managing and monitoring its implementation.
- Ensure that follow-up of in-plant assessments are part of the service contract with clients.
- Develop Quick Scans by matching NCPC services (methodologies) with company needs.
- Develop and promote new CP services (or CP-related services) to clients in addition to but not as substitutes for existing ones (new niches).
- Launch your pilot CP services with open and accessible clients (e.g. government bodies).
- Provide advice not only on environmental policy, but also on economic and technology policies.
- Lobby with national bodies to strengthen CP regulation and foster financial and technological incentives for CP implementation.
- Develop a network of CP practitioners to sustain your operations.
- Rely on NCPC staff for core CP assessment services in order to be able to conduct quality control and ensure the application of CP measures.
- Establish a database of sectoral experts as resource persons for your NCPC for providing high quality CP services.

- Establish a database of CP options generated by your NCPC in different industries.

Training provided

- Regularly develop specific and new training modules and packages adapted to client needs.
- Renew your training service portfolio according to market trends and new legislation.
- Ensure your training is of top quality, practical and operational.
- Select trainers carefully on the basis of their teaching and technical capabilities.
- Ensure training participants are the right audience and are able to implement the knowledge they acquire in their present or future roles.
- Establish high level training goals for participants to reach and provide relevant certificates.
- Regularly evaluate your training seminars and adjust your courses to the needs and background of the participants.

Information dissemination & marketing

- Develop a planned strategy for information dissemination and awareness creation.
- Market to clients, in a clear and simple way, your portfolio of CP services.
- Adopt a common branding and consistent use of terms and concepts.
- Develop information materials to be timely and adapted to the specific awareness activities for which they are to be used.
- Thoroughly use CP success stories for wider dissemination.
- Collect and distribute testimonials on your services.

Public relations and networking

- Produce promotion material including presentation of the NCPC, service spectrum and success stories.
- Disseminate promotion material to potential partners and clients through paper and online media.
- Keep the NCPC website updated and ensure a functional and user-friendly design.
- Develop interactive pages on the website.
- Participate in national and regional conferences on CP and CP-related topics.
- Organize national and regional conferences on CP and CP-related topics.
- Organize open door days at the NCPC.
- Partner with influential industry, professional, government and/or community organizations in planning and delivery of awareness activities and publications.

NCPC Viet Nam (VNCPC):

communicating results to decision makers

Besides the traditional CP assessments, the Centre delivers new CP-related services, in the field of energy efficiency, quality and productivity, total productive maintenance, Environmental Management Systems (ISO 14001), Occupational Health and Safety and Corporate Social Responsibility or Social Accountability (SA 8000). Based on estimations of the potential for savings through resource efficiency, the Centre also delivers assessments on Environmentally Sound Technologies. The assessments focus on upgrading technology and provide a comparison of existing technology with Best Available Techniques thus allowing for a set of recommendations. Connecting such information with key economic figures can guide the investment decisions of industries.

'The believer is happy; the doubter is wise'

Hungarian Proverb

NCPC Guatemala (CGP+L):

the importance of marketing new services

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. Success stories present the benefits achieved by clients through the Centre's services. Participating in knowledge networks, committees, conventions and events open up excellent opportunities for marketing and finding new clients. A clear example of this is the participation in the CPLatinNet (<http://www.cp-latin-unido.net/>), the Latin American NCPC network, or the establishment of alliances with Centrase, the Guatemalan institution that is promoting Corporate Social Responsibility, which has been of great help in the identification and development of new business opportunities.

V. KEY ELEMENT 5: EXPERTISE

1. Definition

The value of expertise is measured in its application. Expertise has no intrinsic value of its own - it is only effective when it is used and turned into beneficial action. Expertise is a requirement for development and capacity building within organizations. Establishing an approach to value internal expertise relies on identifying, sharing, preserving, developing and documenting expertise. Knowledge management is a permanent effort to adapt to new conditions and challenges in order to increase the efficiency of an organization's activities in an optimal and sustainable fashion. A systematic approach to knowledge management enables the translation of information into action and simultaneously creates a culture of knowledge sharing and learning.

While most NCPC directors agree that managing knowledge is important for their organization, few of them can articulate what the value is or how to become a learning, teaching, or coaching organization. The majority of NCPCs have their knowledge embedded in people. It is often intuitive, tacit, rather than explicit, and is rarely detailed enough to be especially valuable. Such expertise often gets lost when someone leaves the organization. This is a significant threat for NCPCs.

Knowledge management can be systemized into knowledge management systems (KMS) and sustained by face-to-face methods, paper and online tools. With face-to-face methods, knowledge is shared by oral means, for example, during staff meetings. It is suitable for information that is needed in the short term as it cannot be formally saved. Paper is a good support for information that can be easily consulted at any time with the condition that it has been classified in a proper way. Online tools allow interactive and quick access of up-to-date theoretical and practical information. NCPCs should set up a KMS to share knowledge using all three aspects and ensure the retention and improvement staff expertise.

2. Self-assessment

1. Do you give knowledge management priority within your NCPC operations?
 Yes No
2. Do you specifically assign NCPC staff to knowledge management activities?
 Yes No
3. Do you have a system in place for sharing knowledge within your NCPC?
 Yes No
4. To which extent do you rely on face-to-face/paper methods for managing and sharing the knowledge of your centre?
 1 2 3 4 5
5. To which extent do you rely on online tools for managing and sharing the knowledge of your centre?
 1 2 3 4 5

Your score

3. Good practices

Knowledge Management

- Establish an atmosphere that promotes knowledge sharing and collaboration within your NCPC.
- Share information with others in a timely fashion.
- Replicate knowledge throughout the NCPC so that each unit is not learning in isolation and reinventing the wheel.
- Capture and share the knowledge of your staff in order to maximize learning across and within the organization.
- Reward your staff for contributing to the free sharing of knowledge, expertise and experiences.
- Define user-friendly and readily available procedures allowing your staff to access and use the knowledge of your NCPC.
- Nominate a responsible person for the updating of procedures.
- Be part of national and international CP and CP-related networks.

Face-to-face methods

- Organize staff meetings where project progress is shared in an informal and open way, preferably with all NCPC staff on a regular basis (e.g. weekly basis).
- During strategic reunions of the NCPC (once or twice per year), allow involved people to review in a thorough way their past, present and future projects.
- Ask project team leaders to make regular presentations of their projects highlighting lessons learnt.

Paper

- Once a project is over make an internal evaluation of lessons learned and draw recommendations for future projects that will be shared with NCPC staff.
- Classify project documents in a systematic way.
- Gather CP-related documents, references and books to keep pace with the latest developments in RECP.
- Set up a technical library within your NCPC for documents that can be useful for more than one project.
- Nominate a person responsible for the management of your NCPC technical library.

Online tools

- Develop interactive pages on the NCPC website.
- Store web research results (website addresses, files, contacts) on a platform (NCPC server or on restricted area of the interactive pages of your website).
- Involve the IT staff responsible for technical maintenance and for upgrading all online tools in the development of the KMS.
- Monitor the number of hits and visits as a way of measuring the effective use of your on-line tools.

'Knowledge is a treasure, but practice is the key to it'

Arabic Proverb

NCPC China (CNCPC):

knowledge management as a priority

The CNCPC has already understood the importance of knowledge management and is making effort to improve its knowledge management system. The Centre has already set up its internal library, and the staff of the Centre can search for any project documents, reports, CP-related references, newsletters, etc. After the completion of a project, the project team is required to provide a hardcopy of the project report to the library and if possible, the electronic version of the project report is disseminated to all the division managers as reference material. Generally, a small internal seminar is organized at the end of main projects, and the project team is required to present its achievements.

'Knowledge is power'

Aristotle, Greek Philosopher

General Electric's method

With Work-Out as part of its DNA, General Electric (GE) has become one of the most innovative, profitable, and admired companies on earth. At its core, Work-Out is a very simple concept based on the premise that those closest to the work know it best. When the ideas of those people, irrespective of their functions and job titles, are solicited and turned immediately into action, an unstoppable wave of creativity, energy, and productivity is unleashed throughout the organization. At GE, Work-Out 'Town Meetings' gave the corporation access to an unlimited resource of imagination and energy of its talented employees.

'Knowledge is like a garden: if it is not cultivated, it cannot be harvested'

African Proverb

NCPC Vietnam (VNCPC):

allocating clear responsibilities for knowledge management

The VNCPC has an IT engineer who is responsible for technical maintenance and for updating the website. The Centre also set up a technical library and nominated one staff member to be responsible for its management.

'Knowledge is like the bird of the forest: one person alone can never catch it'

African Proverb

PART 3: MOVING FORWARD

Having reached this stage of the Primer is a real achievement. You have now become a real expert in good organization, management and governance practices!

You are now able to assess to what extent good practices are implemented in your NCPC. There is no judgement involved: this exercise is only a means for you to put your NCPC on a path of continuous improvement in regard to procedures, processes and systems for organizing, managing and governing.

Write the scores of your self-assessment here below:

Key element 1: Strategy	%
Key element 2: Autonomy	%
Key element 3: Operational Management	%
Key element 4: Business	%
Key element 4: Expertise	%
Sub-Total	%
Divided by	5
Total	%

Now you can revert to the table below and get the results of your self-assessment.

Your score	Your performance
0 – 20%	Board members have not been pulling their weight. The NCPC director has not been doing his or her job. Time to call on key stakeholders and beneficiaries in government and business sector to revise the NCPC model and strategy and put their weight behind its realization and implementation.
20 – 40%	Time for a major overhaul. The Board needs a complete review of its governance functions, practices, information systems and membership. The NCPC Director should improve organizing skills and adopt good management practices. Your Board's strategy needs to be fully revised and your operations should be seriously enhanced.
40 – 60%	Time for a major overhaul. The Board needs a complete review of its governance functions, practices, information systems and membership. The NCPC Director should improve organizing skills and adopt good management practices. Your Board's strategy needs to be fully revised and your operations should be seriously enhanced.
60 – 80%	Well done! Spend some time on your weak points, and you are on the way to becoming a well governed NCPC.
80 – 100%	You are a perfectly governed NCPC, congratulations!

In any case, do not get rid of this Primer too quickly.

We would like to advise you to refer regularly to the good practices discussed here. Specifically, whenever you are confronted with organization, management and governance issues for your NCPC. Create your benchmarks according to your national context and your NCPC structure and establish a strategic loop for continuously improving your NCPC.

Share results of your assessment with your Board members and your staff. Develop an action plan for improving your NCPC organization, management and governance, for instance, through a joint workshop with the Board and staff members. Participatory work will facilitate their involvement in future management changes and in being active players in the new governance of your NCPC.

Below we have featured the testimony of 2 NCPCs that have successfully applied the Primer together with the plan of action they have adopted in consequence.

EXPERIENCES WITH PRIMER APPLICATION

NCPC China (CNCPC)

By applying the Primer, the CNCPC had the opportunity to make a systematic and all-round review of its past 15 years of operations and can clearly identify its advantages and disadvantages.

In the light of this review, the most important element for the success of the CNCPC is a close and good relationship with key stakeholders, especially the Ministry of Environmental Protection (MEP). Through policy advice provided by the CNCPC to the MEP, key measures are promoted by the administrative system in order to enhance CP at local and enterprise level. Additionally, the CNCPC develops various business areas but retains a good balance among them. For example, the CNCPC strengthens its technical skills and performances by conducting CP audits at enterprise level and conducting research on clean technologies to solve bottle-neck problems encountered during the CP audits. The achievements and results are used as showcases for information dissemination and training courses and provide technical foundations for policy advice.

The Primer is useful for keeping an eye on all the aspects of operation, management and governance of the Centre. The CNCPC therefore plans to make a self-assessment once a year by using the Primer. If possible, the CNCPC would like to introduce the Primer to the sub national/provincial CP centres to improve their organization, management and governance, so as to improve the whole capacity of CP service providers in China.

Before designing and providing policy advice on quality control of in-plant CP auditing, the capacity of provincial Environmental Protection Bureaus and their technical providers (provincial CP centres) has to be enhanced greatly. Hence, any support for the development of measurement indicators for quality control of in-plant CP auditing and corresponding capacity building will be very valuable for China and for the CNCPC.

Concerning the plan of action, the CNCPC will encourage greater involvement of managers/division chiefs in the decision making process. The CNCPC will also enhance relationships with stakeholders at the local level (strengthened sub-national network), and provide more policy advice on quality control of in-plant CP auditing so as to ensure its effectiveness.

NCPC Viet Nam (VNCPC)

The Primer can serve as guidance in the design of the structure and the development of the Centre and is also a tool to improve its operational management. It enables the VNCPC Management to identify which services can generate income and which activities can help in directly and indirectly strengthening bonds with its clients (e.g. by reviewing its business plan).

By applying the Primer, the VNCPC has identified the following priority areas:

- Change from project management to business-oriented management
- Develop and implement a marketing plan
- Foster consultancy attitudes of staff members
- Ensure the administrative procedure is client-friendly
- Identify business strategic alliances

In particular, the following should be done to improve VNCPC business:

- Service development and marketing (services for domestic clients and international supported projects)
- Building up capacity of the Centre in potential service lines
- Setting up a knowledge management system and strengthening its existing CP network

Finally, the Primer is a useful tool to improve the overall performance of the VNCPC. The key elements of the Primer should be integrated into the existing Integrated Management System of the Centre. Further support is needed to develop project management skills and to build up capacities in technology assessment as well as in CP, Environmental Sound Technology and technology transfer.

GLOSSARY

The definitions below are taken and eventually adapted from several on-line dictionaries³.

Accountability	Obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner.
Acquisition	Acquiring a business or a tender.
Auditing	Systematic examination and verification of a company's books of account, transaction records, other relevant documents, and physical inspection of inventory by qualified accountants (called auditors).
Best practices	Methods and techniques that have consistently shown results superior to those achieved with other means, and which are used as benchmarks to strive for. There is, however, no practice that is best for everyone or in every situation, and no best practice remains best for very long as people keep on finding better ways of doing things.
Board	<p>Governing body of a legally construed organization (firm, agency, association) or organizational unit thereof. Its members are elected normally by the owners, members and/or beneficiaries of the organization to govern the organization and ensure the achievement of its vision, mission and strategy with available resources. The Board has the ultimate decision-making authority and, in general, is empowered to (1) set the organization's policy, objectives, and overall direction, (2) adopt bylaws and other binding rules, (3) name members of the advisory, executive, finance and other committees, (4) hire, monitor, evaluate and fire the managing/executive director and senior executives.</p> <p>Board members can be selected for their person and/or for their professional standing (on '<i>personal title</i>') or for the organization they are representing, speaking on behalf of an important stakeholder ('<i>institutional title</i>'). Depending on the functioning of the Board, decisions are taken unanimously or through voting. In most cases, there are Board members with no voting right who act as advisors, including the executive director and other senior executives of the NCPC ('<i>ex officio membership</i>').</p> <p><i>Supervisory Board (also Governing Board):</i> A Supervisory Board is a group of individuals chosen by the members or otherwise owners of the organization to promote their interests through the governance of the company and to hire and supervise the executive director(s).</p> <p><i>Advisory Board:</i> An Advisory Board is a group of individuals selected on the basis of their knowledge of the subject field, markets and/or otherwise of the organization who have been assembled to offer advice and guidance to Governing Board and/or the management team of a company, but without the authority to mandate implementation of the advice.</p> <p><i>Funders' Board:</i> Group of representatives of agencies that have provided financial resources for the operation of the NCPC, particularly of those which have done so as a grant.</p>

³ Namely: www.businessdictionary.com, www.investorwords.com, www.wikipedia.org, www.entrepreneur.com, <http://stats.oecd.org/glossary>

Steering Committee: A group of high-level members who are responsible for providing guidance on overall strategic direction, typically for a time-bound period (a project).

Business Plan	Set of documents prepared by the management of the organization to describe the products/services and markets and summarize its operational and financial objectives for the near future (usually one to three years) and to show how they will be achieved. It serves as a blueprint to guide the organization's policies and strategies, and is continually modified as conditions change and new opportunities and/or threats emerge.
Conflicts of interest	Situation that has the potential to undermine the impartiality of a person because of the possibility of a clash between the person's self-interest and the professional, public or private interests of the organization which the person represents or is employed by.
Consortium	Time-bound arrangement in which several organizations pool their financial and human resources to undertake a large project that benefits all members of the group, and that will cease to exist upon the completion of this large project.
Core business	Idealized construct intended to express that organization's 'main' or 'essential' activity.
Deadline	Last date on which some action must be taken.
Ethics	Investigation into the basic concepts and fundamental principles of human conduct. It includes study of universal values such as the essential equality of all men and women, human or natural rights, obedience to the law of land, concern for health and safety and, increasingly, also for the natural environment.
Impact	Positive and negative primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended (i.e. tons of CO ₂ emission reduction in a factory, cubic meter reduction of water consumption). The impacts are beyond the scope and responsibility of a given project. The project 'only' contributes to the achievement of impacts.
Integrity	State of an organization where it is performing its intended functions without being degraded or impaired by changes or disruptions in its internal or external environments.
Job description	Broad, general, and written statement of a specific job, based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports.
Key element	Element which, in the management's view, is critical to the success of the company's strategy. In this Primer, key elements are essentially referred to good organization, management and governance practices.
Key factor	Factor of an element, which, in the management's view, is critical to the success of the company's strategy. In this Primer, key factors are essentially referred to as contributors to key elements for good organization, management and governance practices.

Knowledge Management	Strategies and processes designed to identify, capture, structure, value, leverage, and share an organization's intellectual assets (knowledge, experiences, skills, insights, trade secrets, etc.) to enhance its performance and competitiveness. It is based on two critical activities: (1) capture and document individual explicit and tacit knowledge, and (2) disseminate and use it within the organization.
Knowledge Management System	A system for managing knowledge in organizations for supporting creation, capture, storage and dissemination of information. It can comprise a part of Knowledge Management initiative.
Mission	Written declaration of a company's core purpose and focus which normally remain unchanged, whereas business strategies and practices may frequently be altered to adapt to the changing circumstances. Properly crafted mission statements: (1) serve as filters to separate what is important for the organization from what is not important; (2) clearly state which markets will be served and how; and (3) communicate a sense of intended direction to the entire organization.
Monitoring	Supervising activities in progress to ensure they are on-course and on-schedule in meeting the desired objectives and performance targets.
Niche	Concentrating all efforts on a small but specific and well defined group of potential and/or actual beneficiaries or clients. Niches do not 'exist' but are 'created' by identifying needs, wants, and requirements that are being addressed poorly or not at all by other organizations, and developing and delivering services to satisfy them.
Organizational structure	Formal and informal framework of policies and rules, within which an organization arranges its lines of authority and communications, and allocates rights and duties. Organizational structure determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management.
Outcome	An end result: a consequence that the organization's activities contribute to, either intentionally or unintentionally, and that is material to its target groups. Refers to what is ultimately achieved as a result of actions taken by target groups/customers of the organization's activities (for example environmental and productivity benefits in audited companies) following the organization's activities (the Cleaner Production assessment service). It is often difficult to measure outcomes and credit these to specific activities.
Output	Consists of those goods or services that are produced within an organization that become available for use outside that organization, plus any goods and services produced for own final use. In tender documentation, outputs are typically referred to as 'deliverables'.
Ownership	Ultimate and exclusive right (conferred by a lawful claim or title, and subject to certain restrictions) to enjoy, occupy, possess, rent, sell (fully or partially), use, give away, or even destroy an item of property. Ownership may be 'corporeal' (title to a tangible object such as a house) or 'incorporeal' (title to an intangible something, such as a copyright, or a right to recover debt).
Partner	Individual or organization who joins with other individuals or organizations (partners) in an arrangement (partnership) where gains and losses, risks and rewards, are shared among the partners.

Performance indicators	Organizational statistics such as number of new initiatives, cash collection efficiency, service volume and Return on Investment (RoI), which measure an organization's performance in critical areas. They show the progress (or lack of it) toward realizing the organization's objectives or strategic plans by monitoring activities which, if not properly performed, would likely cause severe losses or outright failure.
Policy	Set of basic principles and associated guidelines, formulated and enforced by the governing body of an organization, to direct and limit its actions in pursuit of long-term goals.
Procedure	Fixed, step-by-step sequence of activities or course of action (with definite start and end points) that must be followed in the same order to correctly perform a task.
Process	Sequence of interdependent and linked procedures which, at every stage, consume one or more resources (employee time, energy, machines, money) to convert inputs (data, material, parts, etc.) into outputs.
Prospecting	Active search for potential customers or buyers.
Reporting	Collecting and presenting information organized in a narrative, graphic, and/or tabular form. Reports can be prepared on ad hoc, periodic, recurring, regular, or as required basis. Reports may refer to specific periods, events, occurrences, or subjects, and may be communicated or presented in oral or written form.
Stakeholders	Person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies.
Statutes	Permanent rules established by an organization to govern its internal affairs.
Strategic planning	Systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.
SWOT analysis	Situation analysis in which internal strengths and weaknesses of an organization, and external opportunities and threats faced by it are closely examined to chart a strategy. SWOT stands for Strengths, Weaknesses, Opportunities and Threats.
System	Set of detailed methods, procedures, and routines established or formulated to carry out a specific activity, perform a duty, or solve a problem.
Target	Verifiable indicator that determines achievement of the organization's objectives and/or goals.
Teamwork	The process of working collaboratively with a group of people, in order to achieve a goal. Teamwork means that people will try to cooperate, synergizing their individual skills and providing constructive feedback, despite any differences in past experiences, skills, knowledge and aspirations among members of the team.
Vision	Inspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.
Work Plan	Steps that must be taken or activities that must be performed well, for a strategy to succeed. A work plan (sometimes also called action plan) has three major elements: (1) Specific tasks: what will be done and by whom; (2) Time horizon: when will it be done; and (3) Resource allocation: what specific funds or means are available for specific activities.

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