INTEGRATION AS A SUSTAINABLE DEVELOPMENT STRATEGY
December 26, 2014

Introduction
Developments are fundamentally different than when the industrial revolution began almost one hundred years ago – when planned obsolescence was introduced as an economical development strategy, generating more waste than anyone could have imagined. Now, in the words of Bob Berkebile, BNIM, Kansas City, one of the world’s most respected green architects, "We need to use a new collaborative integrated design process that can create new approaches and tools, and beautiful environments that can restore social, economic, and environmental vitality to our communities."

Unfortunately instead, we have more tools to deal with the waste than we know what to do with. But we have yet to apply integrative approaches, on a large scale, to help deal with the larger processes that still allow such practice, as well as define wasteful operating cultures and what counts as resources, or waste.

Evidence shows that integrative approaches help deal with those processes. They enable internal and external engagement for systemic thinking; maximizes synergies and minimizes transformation trade-offs and costs; facilitates performance measurements, verification and reporting.

However, as it is a process that still few have had the opportunity to experience and that the reasons to engage in sustainable development is as wide-ranging as there are organizations and individuals working in silos, an engaging and unifying message for access rather than ownership is the outmost importance. This message needs to be clear, concise and connect with all stakeholders: Authorities, businesses, communities and individuals alike.

WHY INTEGRATE?!
To provide the means and motivation for producing great sustainable development results and get to what matters most: health and growth.

HOW DO WE DO THIS?!
By adopting integrative communication, education, research and development strategies or tools to address the processes that define and create our wasteful operating cultures.

WHAT DO WE NEED TO FOCUS ON?
1. Stakeholder Engagement;
2. Unifying Integrative Strategies leading to Integrative Reporting Policies;
3. Constructive Operating Cultures

Once we have an agreement on what that message should be, we need to communicate it effectively and we need creative and collaborative leaders to design, develop, implement and continuously review the plan for continued improvements.

Thus, along with its partners and other leaders, the CRI Council will hold its first Integration Convention May 12-14, 2015 at the Millcroft Inn, in Alton, Ontario, for the creation of a development resource management protocol.
The desired priority and unifying outcomes of the Integration Initiative and convention are:

- **2015** – Officially declare the imperatives to establish base case to review the minimum acceptance standards and meet the ambitious Mission 2030 goal of zero construction, renovation and demolition waste by 2030 – the international call-to-action issued February 19, 2013
- **2016** – Determine the priority low reporting sectors, their respective needs and responsibilities.
- **2017** – Produce a formal public-private stakeholder agreement on a responsibility program for piloting

See desired outcome details in the protocol – Appendix ‘A’

**Catalyzing Development Operating Culture Changes**

To produce fundamental change in our development operating cultures and become more constructive than extractive or destructive, we quickly need to get to what matters most.

In the 2013 KPMG Report on Corporate Responsibility, the construction, metals, engineering and manufacturing sectors scored below 50 out of 100. Trade and retail, oil and gas, chemicals and synthetics, finance insurance and securities, food and beverage scored below 60. Those are all major contributors to our socio-economical growth and are also highly dependent on each other, with a great deal of room for improvement.

By 2025, the construction industry alone is expected to outpace the global GDP and reach 13 trillion dollars. Enabling all of those in that sector will influence so many others. This means raising the level of awareness of the issues; desire to change; knowledge of impacts or solutions; abilities and reinforcement or support. It also means that by helping stakeholders make the connection between integrative policies and practices, we can catalyze changes in our development operating cultures and establish standardized responsibility programs, for more constructive cultures.

**Integrative Development Policies** are essential to eliminate planned obsolescence and ensure that the infrastructure is in place to manage the growth.

**Integrative Resource Management Planning** is emerging as a prerequisite for rating, certification systems, standards and codes. Well conceived and delivered, this can generate substantial savings.

**Corporate Social Responsibility (CSR)** is a form of corporate self-regulation integrated into a business model to help drive social/environmental and financial performance. Extended Producer Responsibility could be thought of as a form of CSR.

**Integrative External Engagement and Integrative Reporting** are the most advanced form of CSR considering life cycle impacts and transparency. ISO based Product Declarations could be thought of as a form of integrative these.
Who are the Stakeholders
When it comes to sustainable community development resources and waste management, we are all stakeholders, as we can all drive change in one way or another.

The primary stakeholders are those most affecting or affected by the operating cultures levers of change: Industry structures, systems, technologies, individual skills and qualities. They may have a financial stake, a tenure track, legal rights, or be a contributor in the material supply chain, including waste management companies. The secondary stakeholders may only have an indirect interest, but they are equally important as they also influence cultures.

In the context of sustainable community development resource and waste management, the employees and people who depend on the building, construction and waste industry financial stability, for their own, are the primary stakeholders. Secondary stakeholders include individuals who deal with those sectors and affected when corporate social responsibilities are ignored; or other sector businesses that benefit from new approaches, tools and beautiful environments, which can restore community social, economic and environmental vitality.

Stakeholders are authorities, businesses, communities (groups) and individuals with interests in:

- Socio-economic development
- New community or building development
- Existing community infrastructure upgrade
- Existing building renovation and major construction
- Product development

To be more specific, they may have a special interest in aboriginal affairs; agriculture, auditing, architecture, biomimicry, business, building code, chemicals, climate change, communications, conservation, consumerism, construction practices, certifications, design, development, education, employment, environment, engagement, energy, ethics, export, finance, foreign affairs, guidelines, hazardous materials, health, heritage, human rights, industrial affairs, insurance, investment, infrastructure, international affairs and trade, land development, manufacturing, management, material flows or supply chain, measures, media, metals, minerals, museums, nature and resource conservation, northern Affairs, networking, oil and gas, operating cultures, policies, realty, reporting, research, standards, strategies, symbiosis, training, transportation, urban planning, water, wood and youth

As integration is a process and that all systems need ongoing attention and maintenance, integration initiatives or projects, stakeholders should expect ongoing development and wide-ranging approaches. And while 'green buildings' thrive from intense promotion, it's also fair to expect unintended costs and consequences if delivered without system thinking.

Creating Business Value Through Integrative Strategies.
With public and private partnerships and integrative strategies, we can maximize development resource efficiencies; virtually eliminate the practice of planned obsolescence and landfilling recoverable construction, renovation and demolition waste by 2030; create community integrated, safe and sustainable waste management infrastructures. Thus…

- Reducing costs or driving greater return on product, service and project investments.
- Meeting the intents and requirements of emerging responsibility and declaration type policies
- Enhancing development and product quality
- Accelerating rate of innovation
- Motivating industry transformation
Enabling Integrative Joint Projects
…for quality innovation led growth and collaboration led efficiency.

**Mission 2030** was the first joint initiative of the CRI Council. It is a call-to-action made to the building industry February 19, 2013 to address building waste, based on fundamental change management principles. The Integration Initiative is essential to the success of Mission 2030. For details visit the Mission 2030 section of the web site www.cricouncil.com

**Research**

“In order to fulfill the objectives of environmental protection, today's focus on quantitative recycling rates must be amended by a more qualitative approach. Because modern products represent a mix of numerous and sometimes hazardous substances, ways must be explored to remove detrimental substances during recycling and to establish “clean cycles”. On the one hand, such a “clean cycle” strategy will result in better recycling qualities of secondary products and less dissipation of hazardous substances during further product use. On the other hand, the elimination of hazardous substances during recycling requires sinks for the disposal of the eliminated materials...” Part Abstract from Sustainable Resource Use Requires Clean Cycles and Safe Final Sinks Report by Kal, Kelner, Brunner Reference: http://www.sciencedirect.com/science/article/pii/S004896971101886

Therefore, the CRI Council primary research interests are not only for waste or product carbon footprint minimization, but also qualitative approaches and risk management. The following is a sampling of research projects and committees of interest

1. **The 2030 Protocol and Responsibility Program** – See Appendix ‘A’ for Terms of References

2. **Integrative Safe and Sustainable Infrastructure Research Project** – See Appendix ‘B’ for Terms of References

3. **UNEP (United Nations Environment Programme)**
   Division of Technology Industry and Economics: Sustainable Consumption Branch
   1. UNEP-SBCI (Sustainable Building and Climate Initiative)
      a. Materials and Water Technical Advisory Committee
      b. Pilot 16, for Construction Resource Use – See Appendix ‘C’ for Terms of References:
   2. UNEP-GPWM (Global Partnership on Waste Management)
      a. Waste Minimization
3. UNEP-10YFP (Ten Year Framework Programme) Global Action for Sustainable Consumption and Production. Mission 2030 was approved for the 10YFP in 2013 and is now listed in the Clearinghouse. Special Interest work areas include
- Sustainable Buildings and Construction – Led by UNEP SBCI
- Sustainable Public Procurement:
- Consumer Information – Objectives

Enabling Integrative Joint Product Development

…with the power to engage, motivate, inform and alter attitudes or control measures.

The Waste Saver Mobile App, created in 2013 by building industry professionals (architects, projects managers and contractors) and TNPGI, to help all professionals, policy makers, manufacturers and waste generators or managers in Canada and the US. The intent is to provide invaluable information to prevent waste from being created in the first place and manage the residuals responsibly. The FREE Beta version of the app can be downloaded from iTunes http://appshopper.com/reference/waste-saver or Google https://play.google.com/store/apps/details?id=in.app.wasteSaver

The App is now ready to be populated in section or in whole for:
- Recovery Facilities
- Important References
- Supporters and Adopters of Mission 2030
- Tips and Frequently Asked Questions

The Reference Guide is an invaluable tool for all primary and secondary stakeholders to better understand the need to change our mindset and practices around construction, renovation and demolition waste. This guide is intended to be a reliable, generic, ‘living’ document, covering the fundamentals necessary for remarkable industry change. It will include an extensive lexicon and explaining the process between the various project delivery method which make a big difference.

Education Programs are essential to align our operating culture with our vision. A learner-centered education that is non-partisan and accessible for all, will provide the skills and qualities individuals need to generate more collaborative and enabling structures and systems, as well improve their innovation performance.

From the onset, the CRI Council has provided wide-ranging endorsed workshops for construction associations and design professionals on design and practices. As we move forward, we intend for all of the CRI Council to be pre-approved for accreditations or continuing education for (LEED AP, Goldseal, IDC CEU, OAA ConEd, etc.) More recently, along with business experts the Fios Group and members of the Ottawa Regional Society of Architects, we created the adaptable ‘Waves of Change’ Workshop for Design Professionals, or others, with a ‘Train-the-Trainer’ option.

We also proudly partnered with the Automated Learning Corporation to offer from their ‘Learntech’ programs:
- Lean Manufacturing
- Lean Health Care
- Lean Certification
Other programs to be developed for design, construction, deconstruction, etc.

The International scrap2ART Contest, was launched on November 17, 2014, to begin tearing down barriers between the building industry and their surrounding communities. Pending the success of this first contest, the creative committee intends to make this an annual or bi-annual event to help raise awareness of Mission 2030 and the importance of collaborative creativity
Submittal Deadline: February 14, 2015
Creating Partnerships

<table>
<thead>
<tr>
<th>An Authority Partner is an individual, agency or corporation in command, administration or convincing positions (i.e. government department and agencies non-governmental advisory councils, non-profit associations, municipality, etc.)</th>
<th>Annual Investment</th>
<th>Reps/co.</th>
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<td></td>
<td>$250.00</td>
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<td>Multi-National more than 500</td>
<td>$5,000.00</td>
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<td>National</td>
<td>$3,500.00</td>
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<tr>
<td>Large 251 and 500</td>
<td>$2,500.00</td>
<td>3</td>
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<tr>
<td>Medium 51-250</td>
<td>$1,000.00</td>
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<td>Small 11-50</td>
<td>$500.00</td>
<td>1</td>
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<tr>
<td>Micro 1-10</td>
<td>$250.00</td>
<td>1</td>
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<tr>
<td>A Community Partner is a registered charitable organization with shared interests, linking CRI Council web site, in evidence on their web site</td>
<td>NA</td>
<td>1</td>
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<tr>
<td>An Individual Partner is an individual supporting the work of the CRI Council, having taken the Interaction Pledge at <a href="http://www.cricouncil.com/?page_id=2158">http://www.cricouncil.com/?page_id=2158</a> and challenged at least one other do the same</td>
<td>NA</td>
<td>1</td>
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PROGRAM SPECIALIST

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<tr>
<th>Investment</th>
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<tr>
<td>A Program Specialist is a business, authority, community or individual contributing financially, for the creation, delivery and ongoing management of the following Integration Program specifics, within the set terms and principles: Products, Delivery Agency and Collaborative Projects Branches</td>
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<td>Priority Projects (as listed herein)</td>
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<td>Secondary Projects (to eliminate the concept of building waste)</td>
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<td>Tertiary Projects (for integrated, healthy and thriving communities)</td>
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NOTE:
- All partnerships are subject to approval, or termination by the CRI Council and its board of directors.
- All partners will be listed
- In-kind, exclusive or limited proposals will be considered, providing that they are as follows:
  - Meeting the program terms and objectives;
  - Submitted in writing on company letterhead and signed by an authorized officer;
  - Clearly state: Intent (reasons); Product and/Services Offering; Value – to all concerned; Terms and Conditions; Acceptance of a rigorous proposal review
- Program Authority and Business Creation Partners making a short to long term commitment will benefit of the following relative discount, which would be paid back to the CRI Council, should they abandon the program earlier, by their own choice: 3 years-5%; 5 years-10%; 10 years-15%; 15 years-20%
- Partners Benefits include – though not limited to:
  - Listing on the CRI Council web site in general, products, delivery agency or projects
  - Invitation to trade missions, projects, networking events, news.
  - Business opportunities
  - Job opportunities
  - Discounted products and services
  - Voting for CRI Council and Integration Program Committee Elections
  - Commenting and voting on general Integration Program Matters
An important investment has already been made in good faith, confident in the ability of leaders and decision makers to influence the stakeholders to accept their responsibilities and recognize the value of the Integration Initiative and support this important effort.

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<tr>
<th>Milestones - Motivation</th>
<th>Investment</th>
<th>Required Means To Advance</th>
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<tr>
<td><strong>2007:</strong> Study the issue, impacts and possible safe and viable solutions of gypsum board/drywall recovery in Eastern Ontario and Western Quebec, including risks and opportunities – Public Report.</td>
<td>$150,000</td>
<td>$1,000,000 to resume research, pilot and standardized symbiotic practices such as construction to agriculture</td>
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<tr>
<td><strong>2011 - Initiate:</strong> Created Incorporated the Construction Resource Initiatives Council (formally Construction Recycling Initiatives Task Group) – a non-partisan and non-profit organization, to work effectively towards eliminating planned obsolescence or the ‘concept’ of building waste; Research for tools and concepts</td>
<td>$50,000</td>
<td>$100,000 annually for the general supportive work and expenses of the CRI Council</td>
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</table>
| **2012 – Inspire:** Validate the design concept of Mission 2030 – the first CRI Council Change Initiative: A Call-to-Action for zero construction, renovation and demolition waste to landfill by 2030 | $50,000 | $500,000 annually to continue the research, design development and project delivery of Mission 2030, including documenting proof of concept, communication and education programs: 
  - Waste Saver Mobile App
  - ‘Living’ Reference Guide
  - Change and ‘Lean’ programs |
  
  - A two-day International Workshop, Wakefield QC
  - Presented at regional to international conferences including Canada Green Building Council; Canadian Construction Association; Solid Waste Association of North America (SWANA-ON); International Solid Waste Association (ISWA) Congress, Florence Italy
  - CRI Council also became first Canadian group accepted for the UNEP Global Partnership on Waste Management |
| **2012 – Inspire:** Validate the design concept of Mission 2030 – the first CRI Council Change Initiative: A Call-to-Action for zero construction, renovation and demolition waste to landfill by 2030 | $50,000 | $500,000 annually to continue the research, design development and project delivery of Mission 2030, including documenting proof of concept, communication and education programs: 
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  - CRI Council also became first Canadian group accepted for the UNEP Global Partnership on Waste Management |
| **2014 - Interact:** While continuing internal and external engagement, market research and development, etc., we also: 
  - Expanded the leadership to include a high level and diverse international board of directors 
  - Joined the UNEP-SBCI (United Nations Environment Programme-Sustainable Building and Climate Initiative) Material Advisory Committee 
  - Initiated the establishment of a Construction and Building Group for the NZWC 
  - Participated in the Canada House of Commons Clean Tech Forum 
  - Consulting with the Canadian Construction Association and on behalf of the National Zero Waste Council for a consultation with the Canadian Council of Ministers of the Environment 
  - Product Category Rules Review for Concrete Precast 
  - Delivered a three-day international summit to introduce the concept of the Integration Initiative | $150,000 | $150,000 for NZWC C&B Group 
  - Fundamental Reference Guide and other matters specific to Canadian market and other projects led by others |
### Motivation - Goals

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<th><strong>2015 – 2020 Integrate:</strong></th>
<th><strong>Investment</strong></th>
<th><strong>Required Means To Advance</strong></th>
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<tr>
<td>• Establish Major Partnerships for Priority Projects</td>
<td>$150,000 Annually</td>
<td>$300,000 – 1,000,000 annually to create, develop the protocol and recovery program meeting the basic requirements of Extended Producer Responsibility policies; to emerging more mature integrative strategies and policies</td>
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<td>○ Protocol <em>(Roadmap)</em></td>
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<td>○ Recovery Program <em>(Stewardship/EPR)</em></td>
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<td>• Design development of the collaborative Integration Initiative including:</td>
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<td>○ Products</td>
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<td>○ Integrated Mobile App</td>
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<td>○ North American Reference Guide &amp; Lexicon</td>
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<td>○ Training Kits,</td>
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<td>○ Signage</td>
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<td>○ Innovative Systems/Products, etc.</td>
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<td>○ Services</td>
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<td>○ Project Management</td>
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<td>○ International Trade Mission - i.e. Contemplated Conferences:</td>
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<td>2015</td>
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<td>○ C40, Mexico, November 8-11</td>
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<td>○ Integrative Strategies and Policies Advising</td>
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<td>○ Research and Development</td>
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<td>○ Product Category Rules Reviews</td>
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<td>○ Creative Communication and Education, etc.</td>
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<td>○ Projects</td>
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<td>○ Protocol (drafting in 2015; revisions in 2016 and agreement in 2017)</td>
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<td>○ Recovery/Responsibility Program</td>
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<td><strong>2021 – 2030 Innovate:</strong></td>
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<td>TBD</td>
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<td>Review to determine the most effective programs or interventions to virtually eliminate construction, renovation or demolition waste to landfill by 2030, report and adjust strategy as required.</td>
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### About the Construction Resource Initiatives Council:
The CRI Council is a growing non-profit, non-partisan building industry led organization, founded to create an integrated body of knowledge, unified by the combined principals of sustainable development and change management. Its people are self-motivated and pragmatic thinkers, whose actions are fueled by passion and inspiring constructive actions in others.

**The Vision: Zero Waste Communities**

**The Leadership Executive**
- **President**, Renée Gratton, RG Integration & Associates
- **Vice-President**, Cathy Rust, BEC Green
- **Treasurer**, Michael Trevail, ACTT Installation

**Directors**
- Andres Bernal, Ellis Don; Canada
- Ryan Dick, GIGA; China & North America
- Dr Peter Denton, Red River College, Canada
- Dr Mark Gorgolewski, Ryerson University, Canada
- Peter Laybourn, International Synergies, UK
- Kristen Macken, Colliers International, US
- Marie-Andrée Roy, Bernard Benoit Project Management) Canada
- Teno West, Pannone, Lopez, Deveraux, West, US

www.cricouncil.com
APPENDIX

COLLABORATIVE PROJECTS

TERMS OF REFERENCES
APPENDIX ‘A’

Monday, December 27, 2015

INTRODUCTION
According to Dr. P.M. Forni on behalf of the International Association of Protocol Consultants and Officers, “protocol is commonly described as a set of international courtesy rules. These well-established and time-honored rules have made it easier for nations and people to live and work together. Part of protocol has always been the acknowledgment of the hierarchical standing of all present. Protocol rules are based on the principles of civility.”

But protocol is also key, in engaging stakeholders and governing internal and external communications.

Thus, if we are to have meaningful conversations on important international challenges such as Architecture 2030, Mission 2030, or any other relates to consumption, production, resource and waste management, all impacting climate change, social, economical and environmental stability, then an international protocol governing engagement and communications is an imperative.

While the United Nations Framework Coalition on Climate Change, which will reconvene in Paris at the end of 2015, will address these issues, the agreement will be between countries and not by those most affected by the change process. It will also focus on climate change, which for most, is too intangible to engage in, regardless of important it is.

Therefore, the Construction Resource Initiatives Council’s new integration initiative’s first project, is the creation and development of the 2030 protocol for responsible resource management of the built environment.

The 2030 Protocol will be an invaluable tool to authorities, businesses, communities and individuals, to focus on the larger processes that define and create our wasteful and short term operating cultures.

Upon agreement, the rules or guidelines that will be peculiar to every culture or organization, will be observed by all parties in the conduct of business, entertaining, negotiating, politics, etc.

THE PROCESS
Much like most of our CRI Council projects, an integrative project delivery (IPD) process will be used for the creation and delivery of the phased protocol project.

1. Pre-Design
   a. Inaugural Meeting
   b. Inaugural Workshop
      i. Location: Millcroft Inn, Alton ON (Greater Toronto Area)

2. Design Development

3. Documents

4. Agreement and Implementation

The financing of this project will be a public private partnership (P3), with terms to be negotiated.

The three Imperatives for maximum assured value, or return on investment and minimum trade-offs or costs, for all project stakeholders and sustainable lifecycle outcomes are:

- Collaborating People
- Integrated Processes
- Interoperable Technologies
THE CONTENT
While the final content and format will be determined by the parties, the following is a general overview and sampling of what may be found in the 2030 Protocol document.

Background
Important environmental, social and economical factors, driving the creation of a protocol, including – Industry status, projections, issues, impacts possible solutions. The following is a small sampling of the type of information the background may include.

STATUS
Globally, the construction industry is arguably one of the most resource-intensive and environmentally damaging industries in the world. Construction accounts for 40% of the total flow of raw materials into the global economy every year – some 3 billion cubic tons.

In many developed countries, construction, renovation and demolition waste makes up between 20-30% of the municipal waste stream; not including all of the other industrial, commercial and institutional waste from manufacturing directly serving the construction sector; packaging; or attributed to operations and maintenance.

Yet, C&D waste is still largely unregulated and managed by the private sector, with inconsistent voluntary reporting. Illegal waste dumping and material trafficking are rapidly increasing and have huge impacts on social, economical and environmental systems.

PROJECTIONS
By 2025, the volume of construction output is expected to grow by more than 70% to 15 trillion dollars worldwide, outpacing the global GDP and concentrated in three countries: China, India and the US. Canada’s construction industry is largely dependent on what happens in those regions.

ISSUES
Because of the complexity of the material supply and value chains, there are many issues plaguing sustainable resource and waste management. However, they can generally be categorized as follows.

• Structures
• Systems
• Skills/qualities
• Technologies

IMPACTS
The construction industry has important yet still unmeasured social, economical and environmental impacts on its own triple bottom line, as well as others including oil and gas, transportation, health, energy, mining, water, waste management, plastics, chemicals, financial, insurance, realty, etc.

By 2025 the volume of waste is expected to double, while attention to the infrastructure is clearly already inadequate. Currently already half of the world’s population live without fundamental sustainable waste management services and infrastructure. The ratio of investment on development, waste management infrastructure and management need to align. Meanwhile the environmental, economical and social risks continue to grow…

POSSIBLE SOLUTIONS OR INTERVENTIONS - ROADMAP
While there are countless possible solutions, they can be categorized as follows

• Regulatory and Control Mechanisms
• Economic or Market Trade Instruments
• Fiscal Instruments and Incentives
• Support, Information and Voluntary Action
Desired Outcomes:
1. 2015: Officially declare the imperatives to establish base case to review minimum acceptance standards and meet the Mission 2030 goal, of zero construction, renovation and demolition waste by 2030
   a. Sustainable Public Procurement Policies and Delivery
   b. Integrative Design Process and Tools
   c. Integrative Sustainable Resource and Waste Management Planning and Tools
   d. Integrative Resource Recovery Infrastructure
   e. Corporate Social Responsibility Programs and Reporting
2. 2016 – Determine the priority low reporting sectors, their respective needs and responsibilities
   • Construction: aggregates, concrete, masonry, metals, wood, glass, gypsum, finishes, mech./electrical
   • Engineering, Manufacturing, Trade and Retail
   • Furnishings
   • Chemicals and Synthetics
   • Finance Insurance and Securities
3. 2017 – Produce a formal public-private stakeholder agreement for the following
   a. Non-partisan and cross-sectorial integration programs as sustainable strategies.
      i. This program must at a minimum achieve the following:
         1. Meet the intent of extended producer responsibility programs,
         2. Require standardized product declarations, and
         3. Require standardized resource and waste management plan and report.
         4. Adopt a standardized integrative reporting framework (IR is an advanced form of corporate social responsibility) to build upon
   b. Integrative community development communication campaigns
   c. Accredited Integrative leadership products and services (i.e.: educational program)
4. 2020 - Provide generative collaborative and enabling standardized products, services and project platform, for high impact recoverable materials
5. 2025 - Redefining our operating cultures as constructive – rather than extractive – and what counts as resources to ensure integrated, healthy and thriving communities by 2025
6. 2030 – Effectively communicating the successes and lessons learnt from the CRI Council’s Mission 2030 initiative.

Research Methods and Analysis Plan:
While the research methods and analysis plan will be established by research lead team, which ideally will include representatives from wide-ranging non-governmental regional to international bodies, all levels of governments, research institutes and developers, the following will be clearly and concisely identified
i. Research Methods:
   a. The validity of work by others, to explore the ability to use for the protocol foundation, including:
      i. CSA Group, EPA, ISO, Lean, Six Sigma
      ii. The International Integrated Reporting Organization’s Integrated Reporting, Framework
      iii. The UN Global Compact and RICS (Royal Institute of Chartered Surveyors) Responsible Best Business Toolkit for the Land, Construction and Real Estate Sector Consultation Document
   b. Research Study Types:
      i. Integrative
      ii. Observational
      iii. Correlational
      iv. True or Quasi-Experiments
   c. Populations and Sampling
ii. Analysis Plan:
   a. Project Objectives
   b. Data Sources
   c. Collection Methods
   d. Analysis Methods

Also, as this is for an ‘Integration Initiative’ project, the team(s) will be encouraged to follow the “Ten Steps to Success in Integrative Research Projects” by Bärbel Tress, Gunther Tress and Gary Fry; an outcome of the INTELS project (Interdisciplinarity and Transdisciplinarity in European Landscape Studies, see http://www.intels.cc ).
1. Organize integration
2. Identify common research questions and project goals
3. Identify eligible project participants and their roles
4. Agree on integrative concepts and face the challenge of epistemology
5. Give opportunity for frequent contact in an atmosphere of mutual trust and respect
6. Plan for extra time
7. Strive for good project leadership and management
8. Assure support of wider research environment
9. Plan for project outcomes, including publication policy
10. Assess individual efforts and project outcomes

Lexicon
Understanding the language, terminologies, frequently used acronyms are important communication barriers to overcome inertia. Therefore, the protocol will include a substantial lexicon. The following is a very small sampling.

Economy: An entire network of producers, distributors and consumers of goods and services in a local, regional or national community
Protocol: Unwritten rules or guidelines that are peculiar to every culture or organization and supposed to be observed by all parties in the conduct of business, entertaining, negotiating, politics, etc.
Resource: 1a: a source of supply or support: an available means — i.e.: products, services, funds; investments; benefactors
1b: a natural source of wealth or revenue — i.e.: raw materials, finite non-renewable or renewable
1d: computable wealth — i.e.: odds, assets, recoverable materials
1e: a source of information or expertise — i.e.: intellectual property, creativity, trade, leadership
5: an ability to meet and handle a situation: i.e.: skill, quality, health
Sector: Distinct and large subdivision defined on the basis of some common factor; For the Construction Industry, those include but are not always limited to:
  o Construction
    ▪ Residential Building
    ▪ Residential Specialty Trade
    ▪ Non-Residential Building
    ▪ Non-Residential Specialty Trade
    ▪ Heavy and Civil Engineering
  o Manufacturing (Products and Furnishings)
  o Retail (Products and Furnishings)
  o Private Services (Real Estate, Architectural, Engineering, Interior Design, Industrial Design)
  o Public Services (Building Authorities, Research, Permitting, Contracting, Managing, etc)

NOTE
• Respondent will be asked to engage for three years.
• Respondent should expect initial meetings and pilots to be in Canada and the United States; following closely by China, India and other regions in development.
• Following the review of the Expression of Interest, the CRI Council will either:
  1. Approve of the respondent and enter in negotiations
  2. Request additional information from the proposers; or
  3. Reject the proposal.
• EOI does in no way, create a binding legal obligation on the part of the respondent or the CRI Council. No legal obligation will arise unless and until an agreement is negotiated and signed by all parties.
• The CRI Council may amend the project terms of reference and the expression of interest form, or cancel them at any time without any liability or obligation to the respondents.
• Respondents will bear all costs and expenses associated to this EOI and team selection
As the 2030 Protocol is intended to be a unifying international document and project, the work of other recognized organizations with proven records will be considered.

- Automated Learning Corporation: Lean Process and training
- Architecture 2030: Challenges, Tools and Roadmaps
- Biomimicry Institute: Education, Tools and Design Challenges
- BOMA: BOMA BESt
- Consortech: BIM (Building Information Modeling)
- CPCI: Canadian Precast/Prestressed Concrete Institute Sustainable Plant Program
- Ellen MacArthur Foundation: The Circular Economy
- Environmental Protection Agency:  
  - Recycling and Reuse: End-of-Life Vehicles and Producer Responsibility;
  - Net Zero
- EPRA (Electronic Product Recycling Association): Recovery programs
- GIGA: Challenges plus Project and Material Management Cloud Base Platform
- Green Building Councils: CaGBC; USGBC, WGBC
- Global Reporting
- International Living Future Institute: Living Building Challenge
- International Synergies: National Industrial Symbiosis Programme
- Ontario Association of Architects: Taking an Integrated Approach to Sustainable Community Design: A brief overview of EQulibriumTM Communities projects and a sample of other national and international projects; By Margaret Steele (M.Sc.) with input from Susan Fisher, Doug Pollard and Woytek Kujawski
- Protocol and Diplomacy International – Protocol Officers Association
- Solid Waste Association of North America
- UN Global Compact: Architects of a Better World, 2015 Business Engagement Architecture; Responsible Best Business Toolkit for the Land, Construction and Real Estate Sector Consultation Document
- UNEP-SCP (UN Environment Programme–Sustainable Consumption Production Branch)
- US Green Building Council: Education and Project Certification
- US Zero Waste Business Council

**EXPRESSION OF INTEREST**

Any authority, business, organization, or individual, interested in participating in the integrative development protocol project, is invited to send their Expression of Interest, including the following information to info@cricouncil.com

- Authority, Business, Non-Governmental Organizations: Legal Name, Contact, Title and Coordinates.
  - Businesses not already a CRI Council or Integration Program Partner should indicate the number of employees and offices
- Individuals of legal age to vote in their respective region are also invited to participate.
  - Professionals should provide their resume and three recommendations
  - Students should provide their related accomplishments, career intents and three recommendations
- Special knowledge or skill area (i.e.: leadership, research, writing, communication, priority sector, etc.)
- Experience in similar projects and capacity to actively participate and or support the protocol project
- How your objectives or work converge and would contribute to producing positive results;
- Terms and limitations (i.e.: remuneration, expenses to be covered, decision making, etc.)
APPENDIX ‘B’

COLLABORATIVE RESEARCH
THE INTEGRATIVE SAFE AND SUSTAINABLE INFRASTRUCTURE

TERMS OF REFERENCES
DRAFT: December 14, 2014

In 2011, the Construction Recycling Initiatives Task Group incorporated as the Construction Resource Initiatives Council – a non-profit and non-partisan organization, aimed at changing the way resources are viewed and dealt with. From the onset, it adopted the Architecture 2030 Challenge and has since worked at supporting such net zero initiatives.

On February 19, 2013, the Construction Resource Initiatives Council launched its own first major initiative: Mission 2030 – an international call-to-action to eliminate the ‘concept’ of building waste by 2030, which has since been recognized for wide ranging attributes.

More recently, at our 2014 International Interaction Summit, we introduced the concept for the Integration Initiative, to improve our performance and deliver great, measurable and verifiable transformative prevention results to all stakeholders.

For 2015, one of our highest priorities is the drafting of a public, official, consensus base and non-partisan protocol, with the following desired priority outcomes:
• 2015: Officially declare the imperatives to establish bases case to review minimum acceptance standards and meet the Mission 2030 goal, of zero construction, renovation and demolition waste by 2030
• 2016 – Determine the priority low reporting sectors, their respective needs and responsibilities
• 2017 – Produce a formal public-private stakeholder agreement and begin to pilot wherever possible.

Background/Issues for Exploration
• Stakeholder Operating Cultures
• Global Recovery Markets and their Impact on Sustainable Waste Management and Under-privileged Communities
• Megacities Resource and Waste Management
• The Informal Sector as a Global Stakeholder in Waste Management – Challenges and Opportunities
• International Development Co-operation in Sustainable Resource and Waste Management

Integrative Infrastructure Research Projects Objectives
• Make significant breakthrough in overcoming the inertia and short-termism in infrastructure development, by exploring the operating culture levers of change: vision, structures, systems, technologies and skills/qualities
• Support the CRI Council Mission 2030, Integration Initiative and other aligned initiatives, driving building codes and policies for safe and sustainable and ethical policies in infrastructures as well as public and private buildings
• Engage all stakeholders to participate in sustainability collaborative and transformative initiatives such as – though not limited to the Canada-India Research Centre of Excellence (CIRCE); IC-Impacts Safe and Sustainable Infrastructure
http://ic-impacts.com/research/research-areas/ exploring Issues, impacts and possible solutions to aging infrastructures (bridges, railways, dams, heritage structures, incineration facilities, etc.)
Research Methods and Analysis Plan: to be consistent with that of the Integrative Resource Management Protocol TOR.

The details of the Safe and Sustainable Infrastructure Research Project will be established by the research lead team, which ideally will include representatives from wide-ranging non-governmental regional to international bodies, all levels of governments, research institutes and developers.

The selected leadership team will be responsible for clearly and concisely identifying the following supplementary terms of references.

iii. Research Methods:
   a. The validity of work by others, to explore the ability to use for the protocol foundation, including:
   b. Research Study Types:
   c. Populations and Sampling

iv. Analysis Plan:
   a. Project Objectives
   b. Data Sources
   c. Collection Methods
   d. Analysis Methods

NOTE:
- Respondent will be asked to engage for a period of …TBD……. years.
- Respondent will be expected to consider work by others, including though not limited to that as referred to in the Integrative Resource Management Protocol Terms of References
- Respondent should expect initial meetings and pilots to be in Canada or the United States; unless funded to provide leadership or introduce the initiative elsewhere.
- Following the review of the Expression of Interest, the CRI Council will either:
  4. Approve of the respondent and enter in negotiations
  5. Request additional information from the proposers; or
  6. Reject the proposal.
- This EOI does in no way, create a binding legal obligation on the part of the respondent or the CRI Council. No legal obligation will arise unless and until an agreement is negotiated and signed by all parties.
- The CRI Council may amend the project terms of reference and the expression of interest form, or cancel them at any time without any liability or obligation to the respondents.
- Respondents will bear all costs and expenses associated to this EOI and team selection process
- Questions on the Integration Protocol project should be e-mailed to info@cricouncil.com

EXPRESSION OF INTEREST:
Any authority, business, organization, or individual, interested in participating in the integrative development protocol project, is invited to send their Expression of Interest, including the following information to info@cricouncil.com

- Authority, Business, Non-Governmental Organization: Legal Name, Contact, Title and Coordinates.
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- Individuals of legal age to vote in their respective region are also invited to participate.
  - Professionals should provide their resume and three recommendations
  - Students should provide their related accomplishments, career intents and three recommendations
- Special knowledge or skill area (i.e.: leadership, research, writing, communication, priority sector, etc.)
- Experience in similar projects and capacity to actively participate and or support the protocol project
- How your objectives or work converge and would contribute to producing positive results;
- Terms and limitations (i.e.: remuneration, expenses to be covered, decision making, etc.)
UNEP-SBCI
Building Sector Supply Chain—Pilot on Construction Resource Use
Terms of Reference – October 2014

Background
The building and construction sectors are widely recognized to have a significant environmental footprint. Much attention has been focused on increasing awareness of the potential to reduce energy consumption and greenhouse gas emissions from buildings during their operation, as well as in efforts to understand and measure embodied carbon in waste management, among others aspects, the sector and its supply chain contribute to the establishment on a large scale consumption and production patterns with impact on the energy, water, waste, and transport sectors. The sector is generally a large consumer (by volume) of raw materials, water (often treated, potable), and contributes significant quantities of solid waste. Construction activities consume energy and resources and impact local resources and utilities, and contribute to local solid waste streams (and in many cases, positively to fostering of recycling industries).

To better understand these activities and resource flows, UNEP-SBCI in October 2012 launched a Task Force on Greening the Building Sector Supply Chain. The mission of UNEP-SBCI’s Task Force was to identify opportunities for achieving greater resource efficiency in the building sector supply chain, and provide recommendations to UNEP-SBCI for a specific focus in development of future work programmes. The Task Force effort led to the UNEP-SBCI report, Greening the Building Supply Chain, published in May 2014 (http://www.unep.org/sbci/pdfs/greening_the_supply_chain_report.pdf). The report mapped stakeholders in the construction process and identified ‘green interventions’ at various stages of the supply chain.

The Greening the Building Supply Chain report also included an ‘Action Framework’, which included recommendations for UNEP-SBCI to further continue efforts, which include, inter alia: promote more progressive public and private sector green building policies; examine and document benefits and results of incentive programmes; promotion of practical tools to improve construction and procurement process (such as Building Information Modeling [BIM]) and generally, more research on effective collaboration models for public green building policies.

In an effort to promote effective collaboration and facilitate relevant research, UNEP-SBCI is developing a Construction Resource Pilot Project to advance the awareness of resource efficiency issues, identify best practices and the effectiveness of various interventions, and develop a replicable approach for cities, developers and other organizations to map and record relevant data.

Objective of the Construction Resource Pilot Project
The objective of the Construction Resource Project is to better understand relative impacts and resource use from various construction projects, by mapping the relevant policies and practices which impact consumption and production, and assessing their effectiveness in reducing environmental impact. The project will assist parties to identify potential policy actions and practices which could be implemented to further reduce impact or contribute to fostering of conservation efforts (e.g. construction site management practices, landfill tipping fees, temporary utility tariffs, non-potable water use for construction, available recycling infrastructure, etc.)

Output: Preparation of a summary report (case study and comparative analysis) and awareness raising activities through the pilot to facilitate understanding and increase action on improving the sustainability of the building construction process through the reduction of construction and demolition waste, energy and water consumption, and opportunities for recycling.
Short description of activities:

- Identify regional markets for analysis and data collection (desk research and data collection from active public or private-sector construction projects)
- Engage construction industry experts, contractor, academic experts, and municipal authorities to form project committee responsible for assessing resource efficiency opportunities in construction projects, develop analysis and reporting
- Produce report and case study highlighting best practices applied in the relevant project and the policy interventions which contributed to (or could have enhanced) resource use in the construction industry as well as identifying the policies and supporting frameworks that allow for the successful reduction of waste, and water and energy consumption during the construction process.
- Consultations with pilot stakeholders to stakeholder awareness and capacity of public and private sector, and to identify opportunities for enhanced policies/practices.

**Structure and Operation of the Pilot**
The Project will be coordinated by UNEP-SBCI in close collaboration with the local pilot partners in each location. Each pilot location shall engage with the representatives of a construction project (primarily a developer or contractor, designer, construction manager, etc.), local authorities, and a university. If possible, a relevant NGO active in the field of construction sector resource efficiency should be engaged in the project.

The activities will be as follows:
1. Initial Stakeholder engagement (Local Regulatory Authority, Contractor/Developer, University/Research Associate, NGO)
2. Pre-construction conference to review and map relevant practices and policies affecting resource efficiencies in the project. (These include e.g. use of BIM in design, pursuit of certification, regulatory policies, temporary utility policies/rates/practices, disposal policies and flow controls, contractor site management practices, subcontractor training and education, recycling opportunities, procurement practices and vendor requirements, review of benchmarks, etc.)
3. Mid-term review of data/information and resource use
4. Post-project review of resource use and lessons learned; assessment of regulatory effectiveness and potential for additional interventions

**Pilot Schedule**

**Phase One: Identify Pilot Locations/Participants**

- Formation of Local Pilot Teams and Initial Scoping (Secretariat) October-November 2014 (Teleconferences)
- Refine Goals and Objectives and Terms of Reference (electronic communication) (Pilot Participants & Secretariat) November 2014

**Phase Two: Initiate Pilot Project Review**

- Identify relevant public policies/regulations (City Partner)
- Identify design interventions (Developer/Designer)
- Develop data and record collection system for resource use (University Partner/Contractor)
- Conduct Pre-construction conference (All)
Phase Three: Construction Phase  

- Monthly Teleconferences (As needed)
- Data exchange (Contractor to University Partner)
- Organization of Resource Consumption and Project Data (University Partner)
- Mid-point review of data/information (All-Teleconference or face-to-face meeting)

Phase Four: Review Results and Lessons Learned  

- Review overall project resource consumption and flows (water, energy, waste, recyclables) (All)
- Review effectiveness of policies and project ‘Green Interventions’ (All)
- Identify potential actions for future projects by each stakeholder (All)
- Develop report on pilot approach and lessons to public authorities and pilot partners (University/UNEP-SBCI)

Potential Deliverables (to be reviewed and refined by Task Force)
Summary Report on Resource Use (in coordination with UNEP-SBCI Secretariat)
  a. Identify best practices (project-specific and comparative)
  b. Assess effectiveness of existing public policies on resource use
  c. Develop recommendations for policy enhancement or green interventions
  d. Refine project approach
Programme on Sustainable Buildings and Construction of the
10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP)

Form for Expressing Interest in serving as a lead actor, co-lead, a member of the Multi-
Stakeholder Advisory Committee (MAC) or a Partner

The 10YFP Secretariat is calling for expressions of interest from interested stakeholders to become actors in the 10YFP Programme on Sustainable Buildings and Construction. The role requested could be as lead or co-lead, or as member of its Multi-stakeholder Advisory Committee (MAC), or as a partner. Before expressing any interest, we ask that you kindly refer to the “Guidance document on the 10YFP Programmes: Criteria, structure and steps to develop and operationalize them”,¹ which explains the objective and activities of the programme, the different roles available and benefits and responsibilities associated with them. If your government/organization/institution is interested and fulfils the requirements set out in this guidance document, kindly complete the table below and the relevant letter in annexes 1 and 2. Please return duly signed to the 10YFP Secretariat 10yfp@unep.org and/or Charles.arden-clarke@unep.org.

Note that the deadline for submitting expressions of interest forms is **26 September 2014**. If you have any questions please contact Fabienne Pierre (Fabienne.Pierre@unep.org) or Jacob Halcomb (Jacob.Halcomb@unep.org)

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<td>☐ University/ Scientific/Research</td>
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<td>☑ NGO or not-for-profit</td>
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<th>Regional Organisation</th>
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<td>National Cleaner Production Centre (NCPC)</td>
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<td>Indigenous group or community based organization</td>
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<td>Media</td>
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<td>Inter-governmental organization</td>
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<td>United Nations agency or programme</td>
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<td>Other (please specify):</td>
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Brief description of your organization (please include objective and main areas of interest):

The CRI Council aims to eliminate the ‘concept’ of building waste (planned obsolescence) and promotes industry transformation for safety by design, supporting UNEP SBCI and GPWM, Architecture 2030, International Union of Architects Declaration 2050 Imperative.

Please specify your proposed participation in the Sustainable Buildings and Construction Programme

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<th>Type of proposed participation (select 2 maximum)</th>
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<td>□ Lead actor (please include with your submission the contents of Annex 1 on organization letter head with seal and authorizing signature)</td>
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<td>□ Co-Lead actor (please include with your submission the contents of Annex 1 on organization letter head with seal and authorizing signature)</td>
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<td>□ Member of Multi-stakeholder Advisory Committee (MAC) (please include with your submission the contents of Annex 2 on organization letter head with seal and authorizing signature)</td>
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<tr>
<td>□ Partner (please explain with your submission how your organization would participate in the programme, on organization letter head with seal and authorizing signature)</td>
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What is your main motivation to be part of the Sustainable Buildings and Construction Programme?

For the selected participation, how would your organization contribute to or benefit from the capacity building activities implemented under the Sustainable Buildings and Construction Programme? In the case of leads / co-leads please give some indication of the financial and/or human resources that would be committed. In the case of MAC members, please indicate how your organization would support the programme.
Please provide an overview of your organization's capacity building requirements and/or experience in delivering capacity building in the activity areas of the Sustainable Buildings and Construction Programme as defined in the attached concept note.

**Declaration:**
- Our entity commits to contributing as indicated above to the success of the Sustainable Buildings and Construction Programme.

**Declaration:**
- Our entity wishes to benefit from capacity building activities as indicated above.

☐ As the representative of my organization/government, I confirm that the information provided above is correct and true.

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ANNEX I - Letter of Commitment to become a Lead or Co-lead Actor

Charles Arden-Clarke
Acting Head of the 10YFP Secretariat
United Nations Environment Programme (UNEP)
15 rue de Milan
75441 Paris
France

Dear Mr. Arden-Clarke,

It is my pleasure to inform that [name of organization] is interested and willing to lead or co-lead [select as appropriate] the [name of the programme] of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP). I am aware of the role and responsibilities attached to this commitment. I would like to confirm our readiness and ability to fulfil the functions listed below for the next 4 years:

Role and Responsibilities of the lead/co-lead actors of a 10YFP Programme

- Support the overall coordination of the programme implementation and pro-actively support fundraising for the programme;
- Provide financial and/or in-kind contribution, including dedicated staff in support of a “Coordination Desk”. The programme will need a minimum of 1-2 full time staff to start operating. The Coordination Desk will undertake daily tasks and functions needed to support the programme operations (e.g. organization of meetings, programme and financial management, reporting) and will be jointly supervised by the co-lead actors of the programme (tasks could be executed from different geographical locations);
- Define and agree with other co-leads on respective responsibilities (if necessary through a cooperation agreement), in particular with regards to the tasks and functions of the Coordination Desk and to the supervision of specific programme work areas within the programme;
- Chair and co-chair the meetings of the Multi-Stakeholder Advisory Committee of the programme, facilitate the decision-making within the Committee and support its activities, including those related to guiding the selection of projects to be supported by the 10YFP Trust Fund;
- Encourage inputs and sharing of information/knowledge and strategies among all participants in the programme as well as with external partners/initiatives, finding synergies, building cooperation and co-managing, with the 10YFP Secretariat, the programme-specific community of the Global SCP Clearinghouse (www.scpclearinghouse.org);
- Help construct concrete linkages and provide coordination between initiatives within the programme and across the other programmes of the 10YFP, including by creating ad hoc task teams to address any specific, technical and/or emerging issues;
- Together with the Multi-Stakeholder Advisory Committee of the programme, coordinate technical inputs to programme-specific calls for proposals under the 10YFP Trust Fund, following the 10YFP Secretariat’s guidance and requests, and also undertake screening of the projects proposals responding to these calls;
- Promote the programme at meetings and conferences, where relevant, and build networks and partnerships regionally and globally;
- Act as liaison and focal point for contacts with the Secretariat;
• Report on progress and outcomes as required, including through the preparation of an annual report for the 10YFP Secretariat.

In reference to this commitment, I would like to inform you that:

[name of person appointed] will be acting as the representative for this programme of [name of the organization] and will appoint a dedicated full time staff operating from [location] or provide the resources to support the “Coordination Desk” activities for the 10YFP Programme on [name of the programme] once the role of [name of the organization] as lead or co-lead [select as appropriate] is confirmed.

I will be grateful if you could take all necessary actions to ensure [name of the person appointed to represent the organization] receives all required information and contacts from the 10YFP Secretariat.

And/or

[name of the organization] commits to bring a financial contribution in support to the Coordination Desk and development of the [name of the programme] programme (amount/currency to be communicated within 2 weeks following the signing of the letter of commitment). [name of person appointed] will be acting as the representative for this programme of [name of the organization]. I would be grateful if you could take all necessary actions to ensure [name of the person appointed to represent the organization] receives all required information and contacts from the 10YFP Secretariat once the role of [name of the organization] as lead or co-lead [select as appropriate] is confirmed.

Yours sincerely,
Dear Mr. Arden-Clarke,

It is my pleasure to inform that [name of organization] is interested and willing to become a member of the Multi-stakeholder Advisory Committee (MAC) of the [name of the programme] Programme of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP). I am aware of the role and responsibilities of the MAC, as well as the criteria and selection process to become a member. I would like to confirm our readiness and ability to fulfill the functions for a minimum commitment of two (2) years:

**Role and Responsibilities of the MAC of a 10YFP Programme:**

- Review goals, objectives and measures of success, based on the initial programme’s work plan, with the aim of providing guidance on progress towards more sustainable consumption and production patterns;
- Review on the performance and evolution of the programme’s work plan, advise on and proactively engage new partners, initiatives and activities in line with the objectives of the programme, as well as in response to emerging demand and priorities;
- Enhance synergies and cooperation among stakeholders within the programme as well as with other programmes of the 10YFP;
- Propose projects and/or activities for implementation in accordance with the work plan of the programme;
- Provide technical inputs to the 10YFP Secretariat for the elaboration of calls for proposals for the 10YFP Trust Fund, in the area of the programme, and to screen and short list proposals received based on established criteria;
- Be active in outreach and fundraising to support the expansion and continuity of the programme.
- Provide relevant advice and feedback on the implementation of the programme activities.
- Participate in quarterly teleconferences organized by the lead/co-leads and hold in-person meetings, at least once per year.
- Initial term members will, furthermore, be responsible for drafting and adopting the specific Terms of Reference and the working modalities of the MAC.

In reference to this commitment, I would like to inform you that:

[name of person appointed] will be acting as member of the MAC representing [name the organization/government/institution]. We are committed to support this programme by allocating the necessary time required for the MAC and by supporting [add if your organization would like to play a particular role in the implementation of the programme]. I would be grateful if you could take all necessary actions to ensure [name of the person appointed from our organization] receives all required information and contacts from the 10YFP Secretariat.

Yours sincerely,