

## Message from the Executive Director

Dear readers:

The special edition of *Éxito Empresarial* has been designed to facilitate the identification of subjects of interest developed by CEGESTI during 2015, of which more information can be consulted via our websites, articles, manuals and webconferences.

Over the year, CEGESTI lead innovative initiatives in the areas of waste management, cleaner fuels, renewable energies and sustainable public procurement. With the support of our partners we promoted the attraction of responsible investments, decent work and human rights. Also we promoted the use of international regulations and the strategic planification as tools for competitiveness.

The contributions made have been the result of the collaborative work with businesses, municipalities, public institutions, and cooperation organizations with whom we have approached specific sustainable development challenges and proposed alternatives to overcome them.

We are deeply grateful for the high satisfaction from our clients with our services, which motivates and inspires us to continue exceeding their expectations.

In 2016 we invite you to be an active part of a society that requires more dialogue, more commitment with our future and, more importantly, to define the dignity of people as an axis of development.

Daira Gómez  
Executive Director

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## CAPACITY BUILDING



Capacity building

CEGESTI facilitates the strengthening of the capacities of people and organizations through forming and follow-up activities in the application of knowledge in best management practices.

### MUNICIPAL SECTOR

CEGESTI continued supporting the Costa Rican municipal sector during 2015. Municipalities as Desamparados and Esparza managed to update and elaborate, respectively, their Municipal Solid Waste Management Plans (SWM).

In this same subject, participatory workshops with different stakeholders were organized with the objective to learn their opinions on the options to improve the SWM in their community, as was the case of the Municipality of Desamparados.



In March, a group of officials from some municipalities of the provinces of Alajuela, Guanacaste and Puntarenas received training on “*Strategic decision making based on the results of waste generation and composition studies*”, imparted by CEGESTI’s experts. During the training, there was discussion around the necessity of generating accurate and comparable data in waste management to make strategic decisions such as categories for tariffs based on generation, the feasibility of recycling and valorization programs, the selection of valorization, treatment and disposal technologies, among others.

### PRIVATE SECTOR

#### Strategy

Businesses from diverse sectors and sizes received CEGESTI’s assessment and follow up in the definition of their strategic processes, corporate models, expansion plans and/or market consolidations, which allowed them to strengthen their competitive potential locally and/or internationally.

#### Carbon footprint

During 2015, CEGESTI continued to technically support businesses and regional organizations in determining their operations’ greenhouse gases inventory, and thus establish actions that allow them to minimize their environmental impacts.

#### Responsible investments

CEGESTI provided technical assistance to strengthen the competitive capacity of five SMEs in Guatemala, oriented to the implementation of actions that contribute to improve their positive social and environmental impact. The technical assistance and financing were possible due to the SCHOKLAND Fund, managed by OIKOCREDIT in partnership with CEGESTI for the entire Central American region.

## Good business practices

CEGESTI during 2015 supported several companies in Costa Rica through capacity building and assessment for the design, implementation and auditing of their management systems, based on international regulations, among them: ISO 9001, ISO 14001 y OHSAS 18001.

## PUBLIC SECTOR

**At national level**, CEGESTI continued assisting governmental institutions in Central America, mainly in the management of sustainable public procurement, decent work and waste management with municipalities.

Also, collaboration was carried out with the Costa Rican energy sector in the improvement of their environmental, quality and health and safety practices, with which some of the institutions accomplished the implementation and/or improvement of their management systems in compliance with international regulations.

**At international level**, CEGESTI as regional technical partner of the United Nations Environmental Program, provided technical support and capacity building to the Ministry of Water, Land, Environment and Climate Change of Jamaica, on the methodology to develop a baseline study on the emissions from vehicles in the country. This was done in partnership with other experts from organizations such as the Centro Mario Molina Chile (CMMCh) and the University of California Davis (UC Davis). This will allow the Jamaican government to have an accurate study and for it to be comparable with other studies done around the world using the same methodology. Also it will allow the authorities to technically support proposals that tend to improve the energy efficiency of vehicles.

## RESEARCH AND KNOWLEDGE TRANSFER



Research and knowledge transfer

CEGESTI promotes the knowledge systematization and transfer in critical subjects for development; for this it carries out research, documents experiences and elaborates implementation guides and best practices manuals.

## Elaboration of guides, manuals and other tools

### Business diagnostic guide – UCCAEP

CEGESTI, in partnership with the International Labor Organization developed a Business Diagnostic Guide for the Union of Chambers and Associations of the Private Business Sector (UCCAEP), which allows the enterprises to measure its compliance level with the national and international labor regulations. The guide encompasses subjects such as child labor, forced labor, wages, work hours and supply chain.

### Towards a greener and more competitive SME: Public procurement as an engine for sustainable development

This document elaborated by CEGESTI and published by the Inter American Public Procurement Network (RICG), the Department of Effective Public Management from the Secretariat of Public Affairs of the Organization of American States, presents recommendations on strategies that will allow joining two strong worldwide trends: promoting SMEs and demanding environmental criteria in public procurement.



## Manual on diagnosis, training, and follow-up in the methodology “Greener businesses and a better work environment in the hotel industry”

CEGESTI developed the Manual on diagnosis, training, and follow-up in the methodology “*Greener businesses and a better work environment in the hotel industry*” for the International Labor Organization (ILO). This manual is part of the project “*Improvement of the productivity and work conditions in small and medium hotels through the adoption of greener business models in Honduras*” from the ILO and constitutes a practical resource for stakeholders in Honduras as well as the rest of the Central American region to replicate this methodology.

### Studies and research

#### Report on average CO2 emissions and fuel economy for new vehicles imported into Costa Rica during 2008-2014.



CEGESTI as a technical partner for the United Nations Environment Program (UNEP), with the support of experts from the Centro Mario Molina Chile, developed the report on average CO2 emissions and fuel economy for new vehicles imported into Costa Rica during 2008-2014. The study is part of the “*Promoting Cleaner Fuels and More Efficient Vehicles in Central America*”. This report is aligned with the National Energy Plan 2015-2030, presented by the Costa Rican government and will be useful as a tool for decision makers to promote the imports of

more efficient vehicles into the country, the reduction of greenhouse gases (GHG) and improvements in the country’s air quality.

### Elaboration of national and international regulations

CEGESTI contributed in the elaboration of the following national norms published during 2015, product of its participation in INTECO’s national technical committees:

- CNE-NA-INTE-DN-01 Regulation on Preemptive and Response Plans for emergencies in public occupation workplaces. Requirements.
- INTE 38-01-01: 2015 Regulation. Gender Equity Management Systems in the Work Environment. Requirements.
- INTE ISO 9001:2015. Quality Management Systems. Requirements.
- INTE ISO 9000:2015. Quality Management Systems. Fundamentals and Vocabulary.
- INTE 01-02-01: 2015. Regulation on the provision of quality services. Requirements.
- NTE/ISO 10018:2015. Quality Management — Guidelines for active participation and people’s competences.
- INTE/ISO 18091:2015. Quality Management Systems—Guidelines for enforcing Regulation INTE/ISO 9001:2008 in the local government.
- INTE/ISO TS 17582:2015. Quality Management Systems— Specific requirements for enforcing Regulation INTE/ISO 9001:2008 to electoral organizations at every government level.
- INTE/ISO/IEC 10002:2015. Quality Management — Customer satisfaction — Guidelines for handling complaints in organizations.
- INTE ISO TR 14069:2015 Greenhouse gases – Greenhouse gases quantification and reporting in organizations – Guidelines for implementing Regulation ISO 14064-1.

- INTE/ISO/TS 14067:2015. Greenhouse gases – Product carbon footprint – Requirements and guidelines for the quantification and communication.
- INTE/ISO 14001:2015. Environmental Management Systems. Requirements and guidelines for the implementation.
- INTE ISO 55000:2015. Asset management – General principles and terminology.
- INTE ISO 55001:2015. Asset management –Management Systems – Requirements.
- INTE ISO 55002:2015. Asset management – Management systems – Guidelines for the implementation of Regulation INTE ISO 55001.
- INTE/ISO 22301:2015. Security of society. Business continuity management systems. Requirements.

## POLICY INFLUENCE



CEGESTI carries out incidence actions on practices and policies that contribute to the well being and human development. In this area, CEGESTI participates actively in technical and incidence committees, locally and internationally and works in creating spaces for dialogue to design public policies and bills.

## DIALOGUE SPACES

### Experience exchange in Solid Waste Management between Municipalities and International Experts

The municipalities of Alajuela, San Carlos, Belén and Heredia presented their successful projects in Solid Waste Management to a group of international experts during the VI Spanish American Solid Waste Engineering Symposium, towards carbon neutrality in 2021. CEGESTI was invited to participate in this event as an expert in SWM, sharing the experience of working along with these four municipalities.



## PUBLIC POLICY DESIGN CONTRIBUTIONS

### National Action Plans on Human Rights and Businesses, Guatemala.

CEGESTI contributes with CACIF, the institution representing the organized business sector of Guatemala, training the executive directors of the associated chambers on concepts related to the elaboration of national plan on human rights and businesses, in compliance with the guide developed by the United Nations Working Group for such matter. This activity is part of the actions derived from CACIF's Institutional Business Policy on Human Rights, approved in 2014.

### National Sensitization Plan on Solid Waste for El Salvador.

CEGESTI participated as a technical adviser in the elaboration of the National Sensitization Plan on Solid Waste for El Salvador. The Sensitization Plan was elaborated with participation of different stakeholders through workshops in which the inputs by the public, private, educational, and municipal sectors, NGOs and International Cooperation were taken into account. This plan is part of the program "Support to the National Plan to improve waste management",

executed by GOPA/CMD-Smith/Ambientec Consortium and financed by the German Cooperation. CEGESTI was the counterpart to the Ministry of Environment and Natural Resources (MARN) for this project.

### **Regulations on the implementation of sustainable public procurement, Costa Rica.**

Since April 2015, Costa Rica has an official “*Regulation for the implementation of sustainable public procurement*”. On the implementation of this Regulation, CEGESTI trained over 120 public officials involved with procurement processes of different institutions. This activity had the support of the European Commission and the United Nations Environment Program. This regulation was formally presented in Costa Rica in the framework of the Earth Day, with the presence of the Authorities of the Finance, Economy, Environment and Energy, and Work Ministries. These entities form the National Committee on Sustainable Public Procurement.

### **Proposal for the Tariff Regulations on the Public Services of Solid Waste Management, Costa Rica.**

CEGESTI technically assisted the officials from the San Rafael de Heredia Municipality in drafting the Tariff Regulations on the Public Services of Solid Waste Management, Parks Maintenance and Road Cleanliness. This way, the Municipality has an updated regulation that establishes categories based on the generation of solid waste by each generator of the commercial sector in San Rafael de Heredia.

### **Regulations on fuel quality and the transportation sector, Costa Rica.**

CEGESTI supports the Ministry of Environment and Energy (MINAE) and the Ministry of Public Works and Transportation (MOPT) in the development of fuel quality regulations and the proposal for the adoption of vehicle emission standards. This support and follow up to the policies are part of the project “Promoting cleaner fuels and more efficient vehicles in Central America”, in partnership with the United Nations Environment Program and their technical partners.

## **CONTRIBUTIONS TO SUSTAINABLE DEVELOPMENT AT AN INTERNATIONAL LEVEL**

During 2015, CEGESTI shared its experience in subjects relevant to sustainable development, which were exposed in various forums and other spaces internationally. Among the presented topics were the following:

### **Sustainable Public Procurement**

#### **International Learning Lab on Public Procurement and Human Rights.**

Costa Rica’s experience in the introduction of considerations on Human Rights in public procurement was presented by CEGESTI during the first international dialogue on public procurement and human rights in the context of the United Nations Guiding Principles, organized by the Danish Institute for Human Rights (DIHR) and the International Corporate Accountability Roundtable (ICAR), on November in Geneva, Switzerland. Key stakeholders from the public and private sectors, international organisms, civil society organizations, national human rights institutions, work ministries, supply chain initiatives and academia all attended the event. In this opportunity, Ms. Gómez shared the panel with Ms. Charlotte Bernhard, from the Ministry of Social Affairs and Employment of the Netherlands, Ms. Anna Lipking from the Swedish Competition Authority, Ms. Rachel Phillips from the United States’ Bureau of International Labor Affairs, and Ms. Sara Labowitz from the NYU Stern Center for Business and Human Rights. CEGESTI had the honor to be the only Latin American organization participating in this international dialogue.

## 7<sup>th</sup> Fomenta Nacional Congress

CEGESTI shared with representatives of small businesses in Brazil some international experiences in Sustainable Public Procurement, in the framework of the Fomenta Nacional Congress, in Cuiabá, during November. The objective of this event was to bring the SMEs closer to public procurement. Ms. Sylvia Aguilar, coordinator for CEGESTI's Environment and Development area presented this subject in front of an important group of business people.



## XI Inter American Public Procurement Network Conference



Sra. Sylvia Aguilar, CEGESTI, durante su presentación del tema "Las Mipymes y las compras públicas sustentables".  
Foto: DGCP.

During the XI Inter American Public Procurement Network Conference (RICG), which took place in October in the Dominican Republic, CEGESTI states before an audience composed of representatives from 33 countries, a proposal of a strategy that will allow countries to support improvements in their SMEs environmental performance using public procurement as an impulse. This proposal was based in the results of the **Guide "Towards a greener and more competitive SME: Public procurement as an engine for sustainable development"**, developed by CEGESTI for the RICG and the Department of Effective Public Management from the Secretariat for Political Affairs of the

Organization of American States, thanks to the sponsorship from Canada's International Development Research Centre (IDRC). Ms. Sylvia Aguilar, expert from CEGESTI in this subject, participated in this conference.

## Businesses and Human Rights

### United Nations' Forum on Business and Human Rights



CEGESTI, for its renowned trajectory and experience in human rights and businesses in the Central American region, was invited to expose *how have considerations on human rights been included in public procurement in developing countries*. This is the third time CEGESTI is invited to be a part of this important international forum.

## Cleaner Production and resource efficiency

### World Resource Forum and Annual Meeting of RECPnet

CEGESTI represents Latin America in a committee of the RECPnet, whose objective is the design of a strategy to identify opportunities for the execution of projects that benefit the small and medium Latin American enterprises, and the conduction of public policies that drive towards an institutional environment that supports sustainable development. This committee was formed during the network's Annual Meeting that took place in October in Davos, Switzerland. CEGESTI has been part of this network since 2014, due to its trajectory as a co-founder of the Costa Rican Center for Cleaner Production at the end of the 90s, and its active role in providing services to prevent and mitigate the environmental impact of productive activities in Central America and the Caribbean. Over 70 organizations from 56 countries are



Ms. Daira Gómez,  
CEGESTI's Executive Director  
at RECPnet Forum

part of this network, and it is supported by the United Nations Industrial Development Organization (UNIDO) and the United Nations Environmental Program (UNEP).

### Cleaner fuels

#### “100 for 50 by 50” Forum by the Global Fuel Economy Initiative (GFEI), June, Paris, France.

CEGESTI presents the “practical and political problems in supporting fuel economy policies” in a regional discussion panel among participants of the Asian, South American, African and Caribbean regions. This panel took place during the Global Fuel Economy Initiative (GFEI) forum and its “100 for 50 by 50” campaign, which looks for the commitment of 100 countries to achieve an average 50% reduction in fuel consumption by 2050. The event took place in Paris in June.



Ms. Sylvia Aguilar from CEGESTI.

### Waste Management

#### VI Inter American Congress on Waste Management



Elizabeth Venegas, CEGESTI'S Project Manager.

CEGESTI was invited to share Costa Rica's experience in solid waste management and citizen participation, during the VI Inter American Congress on Waste Management, which took place in May in El Salvador. The forum disseminated and evaluated the sector's advances in the implementation of public policies, development and deployment of treatment, remediation and disposal technologies, climate change impact on waste management, financing, social, economic and environmental sustainability, and citizen sensitization and active participation. Nearly 200 participants attended this event, with experts, government officials, waste managers, researchers, and students from all of the American countries and some regions of Europe among the audience.

### Post 2015 Development Agenda

#### Regional Consultation: Latin American Perspectives on the Post 2015 Development Agenda

CEGESTI provided inputs to the Regional Consultation: Latin American Perspectives on the Post 2015 Development Agenda. Priorities, Breaches, Opportunities, organized by the Sheffield Institute for International Development (SIID), with the collaboration of the Latin American Faculty of Social Sciences (FLACSO) and the United Nations in Ecuador. The consultation sought the identification of breaches, opportunities and specific priorities for the region on the implementation of the sustainable development goals from the economic, social and environmental feasibility aspects. The activity had the participation of over 40 experts representing academia, regional NGOs, intergovernmental institutions and international organization organisms. The event took place in Quito during April.



Ms. Lorenza Fontana Researcher from Sheffield Institute for International Development (SIID) and Ms. Daira Gómez CEGESTI's Executive Director



## PARTICIPATION IN INTERNATIONAL INCIDENCE NETWORKS

During 2015 CEGESTI maintained active participation in several international incidence networks, spaces that allowed to share its knowledge on Sustainable Development, and to strengthen its position as a regional referent in the subject. Among the networks are:



Partnership for Clean Fuels and Vehicles



Resource Efficient and Cleaner Production Global Network



Sustainable Purchasing Leadership Council



Comité de Organizaciones No Gubernamentales(ONGs)



The UNEP Sustainable Public Procurement(SPP)Programme

## Bulletins

Over 50 articles were published by CEGESTI during 2015, through its 3 bulletins:

- Éxito Empresarial
- Compras Responsables
- Gestión Municipal



## Éxito Empresarial

Is a periodical publication of CEGESTI.

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