Step 1 – Planning

Tool 1.1.1 – Configuration of the organizational structure

Activity 1.1 – Planning project management

Sub-activity 1.1.1 – Configuring the organizational structure

|  |
| --- |
| IN SHORT, THIS TOOL IS USED TO… |
| * Identify the major actors involved in developing and implementing the regional circular economy roadmap.
* Map out and update the internal and external functional relationships of the key actors involved.
* Define the participation terms and the roles and responsibilities of the key roadmap actors to determine the required resources and better manage expectations.
* Configure the **Advisory Committee** (**AC**) and **Technical Sub-committees (TSCs)**.
* In addition: inform Tool 1.2.1 – List of stakeholders (available in French only).
 |

|  |
| --- |
| HOW THE TOOL WORKS |
| The organizational structure model includes actors and stakeholders that are usually involved in regional projects. To respond to the specific characteristics of the context:* Adjust the tables to the region’s unique ecosystem.
* Define the roles and responsibilities jointly with the stakeholders.
* Co-create a simplified and functional organizational chart.

The model includes generic portions of text that do not necessarily apply to the regional context. Adapt the model and remove non-relevant sections. |

Introduction

FROM ROADMAP DEVELOPMENT TO IMPLEMENTATION

To draw up and implement the roadmap, many actors and stakeholders must work together. The entire ecosystem is involved in a CE transition.

**But who is responsible for drawing up the roadmap, implementing the actions, follow-up, and management of this vast regional project?**

To consider the multitude of contexts, the methodological guide proposes a simple organizational configuration that is based on a **Leader** and a **Project Team**. Other stakeholders are involved at various levels.

The organizational configuration will undergo changes throughout the different roadmap phases:

* **PHASE 1 (short term)**
	+ **Developing and launching the roadmap:** coordination is handled by a **Project Team** created by a regional **Leader**, which sets up the project. The **Project Team** engages the ecosystem stakeholders and has them contribute to the development and launch of the roadmap. Starting with this phase, the region plans the sustainability of the implementation of its roadmap.

**Steps in the Toolkit to be carried out during this phase:** Steps 1 to 5 (first iteration).

AND ONCE THE ROADMAP HAS BEEN LAUNCHED, WHO DOES WHAT?

* **PHASE 2 (long term)**
	+ **Regional implementation coordination:** the **Project Team** is responsible for the coordination needed to oversee the actions and keep the ecosystem engaged over time.
	+ **Roadmap implementation:** the roadmap’s implementation is handled by the **Committed Organizations**, which engage the stakeholders involved by each roadmap action and follow up on the implementation.

**Step in the Toolkit to be carried out during this phase:** redo **Step 5 – Assessment and ongoing development** and update the activities and sub-activities of the previous steps.

Key roadmap actors

The organizational configuration proposed by the Toolkit presents an overview of the key roadmap actors (Table 1). These key actors create the OPERATIONAL STRUCTURE for roadmap development and implementation. This structure must be tailored to the regional context to accurately report on the unique interrelations of the local ecosystem.

Table 1 – Key roadmap actors

| **Actor** | **Origin** | **Roles and responsibilities** |
| --- | --- | --- |
| **PHASE 1ROADMAP DEVELOPMENT AND LAUNCH** | **PHASE 2ROADMAP IMPLEMENTATION** |
| **Leader** | Regional organization or group of organizations | Set up and carry out the roadmap development and launch project.Solicit partners and funders to finance the roadmap development and launch initiative.Allocate resources to create a **Project Team** in charge of roadmap development and launch.Support the first iteration of the methodology (steps 1 to 5) and plan the rest. | Coordinate regional roadmap implementation.Solicit partners and funders to fund the regional roadmap implementation coordination.Allocate resources to fund a **Project Team** in charge of regional roadmap coordination.Support the further development and continuous improvement of the roadmap (iteration of steps 1 to 5). |
| **Project Team**Made up of a variable number of employees or contract workers, or one full-time employee (FTE), depending on the project scope and the Leader’s resources (e.g., coordinator, project manager, communications coordinator). | **Leader** | Coordinate roadmap development and launch.Coordinate the completion of the five steps of the Toolkit.Coordinate the **AC**, **TSCs** and **Committed Organizations**.Facilitate and carry out the activities and sub-activities.Have stakeholders participate in all the roadmap development steps.Involve the stakeholders and gradually empower them to take charge of roadmap implementation.Act as liaison between major actors involved and stakeholders.Follow up and report to the funders (compliance with objectives, budget and timetable).Carry out the first iteration of the methodology (steps 1 to 5) and plan the rest. | Coordinate roadmap implementation at the regional level.Coordinate the **AC**, **TSCs** and **Committed Organizations**.Support the **Committed Organizations** in implementing the roadmap.Act as liaison between major actors involved.Follow up and report to the funders (compliance with objectives, budget and timetable).Disseminate the regional status of the roadmap.Keep the ecosystem engaged.Ensure the ongoing development, continuous improvement and sustainability of the roadmap (iteration of steps 1 to 5). |
| **Advisory Committee (AC)** or other validation mechanismInformal entity made up of impartial, non-remunerated external stakeholders from various fields.Coordinated by the **Project Team**. | Varied stakeholders (e.g., experts, local leaders, experienced entrepreneurs) | Provide feedback, based on their area of expertise, on roadmap directions and decisions.Challenge the **Project Team** and contribute fresh perspectives at all the roadmap steps.Make suggestions and provide solutions.Create a relationship with new contacts.Monitor the roadmap’s further development and continuous improvement. |
| **Technical Sub-committees (TSCs)**Informal entities made up of external, non-remunerated stakeholders concerned by the circular economy. The number of committees and persons involved varies based on the project scope, needs and priorities.Coordinated by the **Project Team**. | Varied regional stakeholders | Get involved in the process of identifying and updating the objectives and circularity indicators.Define the roadmap actions and identify the organizations in charge of implementing them.Convey the points of view and interests of the stakeholders involved by the roadmap.Provide the conditions needed to ensure a successful roadmap development and implementation.Monitor the roadmap’s further development and continuous improvement.Support the **Committed Organizations** in implementing the roadmap. |
| **Committed Organizations**Organizations responsible for implementing the roadmap.Members of the **TSCs** that pertain to them. | Varied regional stakeholders | Take part in selecting the roadmap CE objectives and actions.Commit to being in charge of implementing the roadmap actions that concern them.Communicate their commitment and engage the stakeholders involved. | Implement and monitor the roadmap CE actions to which they are committed.Transmit the information to the **Project Team** in charge of the regional coordination of the roadmap implementation.Take part in the roadmap’s further development and continuous improvement. |
| **Stakeholders involved by roadmap CE actions**All of the organizations involved by the CE actions that took part in developing the roadmap or not. | Varied regional or non-regional stakeholders | Take part in roadmap information, awareness, and education (IAE) activities.Get involved in roadmap development. | Work with the **Committed Organizations**.Get involved in implementing the roadmap actions that concern them.Share data to assess regional spinoffs. |

LEADER

The **Leader** is the organization that sets up and coordinates the roadmap initiative. Often already known as a regional organization or local actor in economic, environmental or social development, the Leader has the leadership and credibility needed to carry the roadmap development and implementation initiative. Its experience and influence enable it to engage the other key actors and the stakeholders. This responsibility may also be shared by several organizations.

The **Leader** is responsible for obtaining funding and for setting up the **Project Team**.

PROJECT TEAM

The **Project Team** coordinates the development and implementation of the roadmap. It is made up of the resources allocated by the **Leader**. The number of persons is not determined by the methodology and varies by context, based on need and according to the available resources.

ADVISORY COMMITTEE

The **Advisory Committee (AC)** is made up of stakeholders chosen to provide the **Project Team** with their expertise and insights in varied fields and thus ensure the success of the initiative. The eclecticism of the levels of governance and member topics reflects the **Leader**’s mission, vision and values. However, other issues may require that a more traditional committee be set up made up of members from the same list of candidates.

When setting up the **AC**, the number of representatives by category must be suited to the regional reality and directions (Table 2). By being on the committee, members have the **Project Team** benefit from their expertise. The ideal number of representatives is seven to nine people. Although not a requirement, an odd number of members could reduce the risk of a deadlock during voting.

Table 2 – Composition of an Advisory Committee (example)

|  |  |  |
| --- | --- | --- |
| **Number of persons** | **Origin** | **Roles and responsibilities** |
| 1 representative from the **Project Team** | **Leader** | Facilitate and coordinate the **AC**. |
| 1 member per regional organization | Metropolitan Communities (MCs), agglomerations, Regional County Municipalities (RCMs), municipalities. | Handle arbitration.Share current action plans. |
| 1 provincial government representative  | RECYC-QUÉBEC, *Ministère de l’Environnement et de la Lutte contre les changements climatiques* (MELCC), *Ministère de l’Économie, de l’Innovation et de l’Énergie* (MEIE). | Make sure the roadmap is in line with regional directions and current actions. |
| 1 financial sector representative  | Local financial institutions, financial organizations (e.g., Investissement Québec, Fondaction, Fonds RISQ). | Do a financial follow-up. |
| 1 representative from an economic development organization or group of companies | Community Futures Development Corporations (CFDCs), local development centres, regional social economy hubs, chambers of commerce and industry, industrial symbioses, *Conseil Patronal de l’Environnement du Québec* (CPEQ), industrial port zones, innovation zones, corporations, ACCORD niches and hubs of excellence, organizations that support employers and workers. | Represent their members’ issues.Make sure the roadmap is in line with regional directions and current actions.Generally validate project quality from an environmental, social and economic standpoint.Act as mobilizing and IAE agent among the other stakeholders.Take part in developing and implementing roadmap actions.Carry roadmap actions as **Committed Organizations**. |
| 1 environmental organization representative | Regional environmental councils (RECs), non-profit organizations (NPOs), associations, foundations. |
| 1 social organization and citizens’ group representative | Community Economic Development Corporations (CEDCs), regional social economy hubs, living labs. |
| 1 representative from the educational and research sector, circular economy experts | Institutions of higher learning, college technology transfer centres, CEGEPs, universities, research centres, consulting firms. | Document best practices and conduct research.Provide opportunities for students and interns to work with the **Project Team** and contribute to the initiative.Support the **Project Team** by providing technical support. |

TECHNICAL SUB-COMMITTEES

The **Project Team** is responsible for creating, facilitating and coordinating **Technical Sub-committees (TSCs)**, which are informal, non-remunerated entities made up of external stakeholders involved by the circular economy. Activity 3.2 – Setting up and facilitating Technical Sub-committees focuses on this key roadmap actor.

The topics covered as well as the number of **TSCs** and persons involved vary according to the scope and the regional strategic priorities. The **Project Team** brings together the actors concerned by creating **TSCs** based on the strategic directions to maximize each one’s contribution (Table 3).

The **TSCs** are not responsible for implementing roadmap actions. Instead, they help convert the strategic directions and objectives into actions in the roadmap. They encourage the relevant organizations to take charge of the roadmap actions that concern them. Some **TSC** members include actors who will become **Committed Organizations**.

Table 3 – Composition of a Technical Sub-committee (example)

|  |  |  |
| --- | --- | --- |
| **Number of persons** | **Origin** | **Roles and responsibilities** |
| 1 representative from the **Project Team** | **Leader** | Facilitate and coordinate the **TSCs**. |
| 2 to 5 representatives | The regional industrial, commercial and institutional (ICI) sector where the roadmap directions, objectives and actions directly affect activities (private companies, social economy enterprises, and public bodies). | Engage and raise the awareness of their networks.Put their knowledge and expertise to use. |
| 0 to 2 representatives | Research centres and consultants (universities and scientific and technical partners). | Prioritize solutions through:* Research and development.
* Field analysis.
* Feasibility and opportunity studies.
 |
| 1 to 2 representatives | Sector-based associations concerned by the roadmap directions, objectives and actions (e.g., construction industry associations, chambers of commerce, agri-food tables). | Put into contact with member organizations by:* Engagement and awareness-raising in their networks.
* Promoting initiatives within and outside the region.
 |

COMMITTED ORGANIZATIONS

The **Committed Organizations** carry the roadmap actions. In the field, they are responsible for implementing the roadmap actions and for reporting to the **Project Team** on the regional coordination of the implementation. Several organizations may be jointly responsible for an action. There is no predetermined configuration, but it is recommended that the **Committed Organizations** get involved quickly in roadmap development. Their type and number, field of expertise and area of activity reflect the unique engagement of the regional ecosystem (Figure 1).

Stakeholders involved by CE actions

These stakeholders are the ones concerned by the CE actions being implemented by the roadmap. Most did not actually participate in roadmap development. However, their participation is crucial for implementing the roadmap. The **Committed Organizations** are responsible for engaging the stakeholders through various means so that they adopt the CE principles and positively contribute to the roadmap actions.



***Figure 1*** *– Main actors involved in implementing a roadmap action*

REFERENCES

**COMITÉ SECTORIEL DE MAIN-D’ŒUVRE DE L’ÉCONOMIE SOCIALE ET DE L’ACTION COMMUNAUTAIRE**. (no date) *Boîte à outils: Gouvernance démocratique – OBNL.*

www.csmoesac.qc.ca/outils-et-publications/gouvernance-democratique-obnl

**JÄRVINEN**, L. and **SINERVO**, R. 2020. *How to create a national circular economy road map: A guide to making the change happen.*

https://media.sitra.fi/2020/09/02171513/how-to-create-a-national-circular-economy-road-map.pdf