the GSCP | work on Social & Labour Management Systems for Suppliers

World Banana Forum - 18-19 December, 2012
Didier Bergeret | Global Social Compliance Programme

Solution

Create convergence and a common approach to shift the focus from auditing to capacity building

**Global
Social Compliance
Programme**

to enable continuous improvement of working and environmental conditions in global supply chains through **a shared, consistent and global approach**

GSCP Objectives

Send a consistent message to suppliers on expectations	**Eliminate duplication**
Disseminate best practices	**Assist remediation & suppliers capacity building**

GSCP

Global Social Compliance Programme

non-competitive

stakeholder-oversight

open-source

inclusive

business-driven

NOT

accreditation/certification

monitoring-initiative

substitute

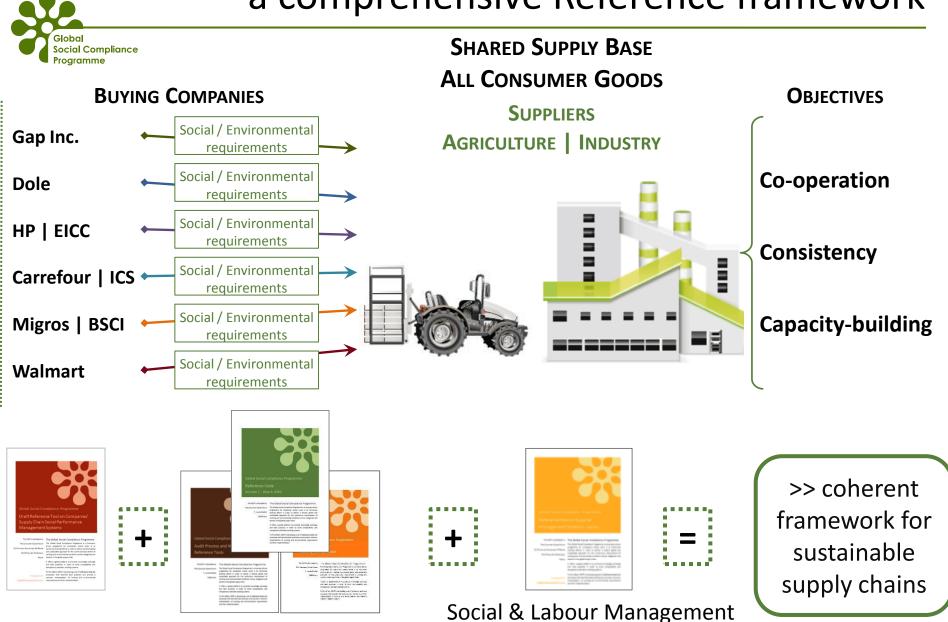# GSCP Governance & Membership

TASK FORCE

adidas GROUP
Ahold
Auchan
BEST BUY
C&A
Carrefour
Casino
Chiquita
coop
DELHAIZE GROUP
DELL
Dole
El Corte Inglés
Gap Inc.
Globus
Hasbro
Hormel Foods
hp
ICA
IKEA
JERÓNIMO MARTINS
LI & FUNG TRADING
MARKS & SPENCER
MIGROS
NBCUniversal
Pick n Pay
PVH
SC Johnson A FAMILY COMPANY
Sobeys
Starbucks
TESCO
The WALT DISNEY Company
Triumph
Unilever
Walmart
YAMADA
Timberland
WOOLWORTHS LIMITED

ADVISORY BOARD

fidh
GLOBAL PARTNERSHIPS FORUM
fgtaFO
UNI global union
ICCR
HARVARD UNIVERSITY — JOHN F. KENNEDY SCHOOL OF GOVERNMENT

a comprehensive Reference framework

Global Social Compliance Programme

SHARED SUPPLY BASE
ALL CONSUMER GOODS

BUYING COMPANIES

SUPPLIERS
AGRICULTURE | INDUSTRY

OBJECTIVES

Gap Inc. — Social / Environmental requirements →

Dole — Social / Environmental requirements →

HP | EICC — Social / Environmental requirements →

Carrefour | ICS — Social / Environmental requirements →

Migros | BSCI — Social / Environmental requirements →

Walmart — Social / Environmental requirements →

Co-operation

Consistency

Capacity-building

Reference tools for social compliance

+

+

Social & Labour Management Systems for Suppliers

=

>> coherent framework for sustainable supply chains

Global Social Compliance Programme

Objective

› integration of **site-specific environmental requirements**

› protection of the environment and workers on site

Environmental Module (1)

+

› Reference Requirements
› Implementation Guidelines
› Audit Process and Methodology
› Auditing Competence

Gap Analysis + **Public consultation** + **AB/EB Reviews**

Draft Reference tool

2010

Requirements provided in relation to

11 performance areas:

1. Environmental Management System
2. Energy Use, Transport and Greenhouse Gases (GHGs)
3. Water Use
4. Wastewater effluent
5. Emissions to air, notably Ozone Depleting Substances (ODS)
6. Waste management
7. Pollution Prevention / Hazardous and Potentially Hazardous Substances
8. Major incident management
9. Contaminated Land / Soil and groundwater pollution prevention
10. Land use and biodiversity
11. Nuisances

Global Social Compliance Programme

Environmental
Reference Requirements

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It offers a global platform to promote knowledge exchange and best practices in order to build comparability and transparency between existing systems.

To this effect, GSCP is developing a set of reference tools and processes that describe best practices and provide a common interpretation of working and environmental requirements and their implementation.

Global Social Compliance Programme

› **Harmonise to avoid duplication through Reference models for implementation**
- › Define a common approach for assessing and monitoring environmental compliance
- › Develop protocols for training and capacity building on environmental management
- › Integrate business incentives for buyers and suppliers to ensure uptake across global supply chains

› **Mainstream the Reference models for implementation in global supply chains**
- › Companies to pilot the tools with selected suppliers
- › Define & integrate sector- and country-specific aspects
- › Reference models to be used as a common basis by companies/initiatives

» Replicable

to all sectors and geographical contexts

» Scalable

applicable to various organisation' sizes, with quantifiable positive impacts

» Sustainable

allowing for a true shift from suppliers' compliance to ownership of issues and corresponding solutions

» Open source

for everyone to use

overview of the complete workflow

**Models for Implementation
of the Environmental Module**

...
Training Protocols
Business Incentives
Capacity Building Tools

| **4** | **Pilot Implementation with Suppliers** | **+** | **Adjustments** | **+** | **Final Reviews** |

› **EWG Members**
- **Share** resources
- **Analyse** the tools
- **Express** needs for adaptation
- **Bridge** with Stakeholders

- **Review** and **improve** tools
- **Provide** expert advice
- **Bridge** with stakeholders
- **Align** & **Avoid** duplication

| **Review Process** | **1** | **Stakeholders' Involvement \| Gap Analysis** | **2** | **Definition &** | **3** | **Development of necessary Tools** |

Expert Working Group

22 Member Companies › **9 sectors covered**

a comprehensive Reference framework

Reference tools for social compliance

what

Reference requirements

how

Audit Process & Methodology

who

Auditing Competence

>> Supply Chain Social Performance Management System for Buying Companies

>> Social & Labour Management System for Suppliers

Possible Lead Partners

>> New Expert Working Group

>> Co-operation with key stakeholders

>> Best Practices

Global Social Compliance Programme

Going from an overall framework to a tailored approach

- promoting the GSCP framework as a common basis to ensure collaboration on the larger possible scale

- EWG to evolve and develop "Handbooks" tailored for implementation adapted to supplier's size, maturity and sector

- cooperation with key Stakeholders

Reference tool content

Global Social Compliance Programme

- Creating an internal social policy framework

- Roles and Responsibilities

- Monitoring and Review

A **General Framework for Management Systems**

- Implementation: translating strategy into effective procedures

B **Specific Framework for Social & Labour Aspects**

- Managing assessments and audits

- Internal worker engagement systems

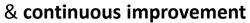- External communication and stakeholder engagement

C **Cross-cutting Aspects**

A "Reference Framework" including:

› Strategy Aspects

› Implementation Guidance

Designed to ensure compliance

› Fundamental Requirements

& continuous improvement

› Advanced Requirements

General Framework for Management Systems

methodological and practical elements to be considered when implementing/improving a management system

Implementation: Processes and requirements for Social & Labour aspects

- Recruitment Policies
- [agency, migrant & homeworkers]
- Documents and record-keeping
- Informing Workers
- Freedom of association and Right to Collective Bargaining
- Managing working hours
- Managing wages
- Training and employee development
- Prevention of child labour

- Prevention of harassment and abuse
- Prevention of discrimination
- Prevention of forced, bonded, indentured and prison labour
- Managing worker complaints and grievances
- Disciplinary Practices
- Maintaining a safe and healthy working environment
- Worker accommodation
- Retrenchment

Engage in continuous improvement

Ensuring compliance and remediation, internal buy-in and collaboration with stakeholders

Global Social Compliance Programme

Ahold
Auchan
Carrefour
Dole
Gap Inc.
MARKS & SPENCER
MIGROS
PVH
Walmart

Expert Working Group

Gap Analysis

Resources
Companies | Suppliers

Draft Reference tool

Take part in the public consultation www.gscpnet.com

"New"Expert Working Group to be launched soon

2 Stakeholder Consultations

22 key Stakeholders | +350 comments

Draft Reference tool

Public Consultation

October – December 2012

"Handbooks" for Farms and Factories

Final Reviews

End 2012

Reference tool
Social & Labour Management Systems for Suppliers

| 1 | 2 | 3 | 4 | 5 | Next steps |

October 2011 – December 2012   *January 2013 – TBD*

Global Social Compliance Programme

» Tailored guidance

» Ready-made tools for use

» "Pick and Choose"

e.g. Recruitment Policies
[agency, migrant & homeworkers]

Essential aspects

Homeworking Policy

Monitoring & KPIs

Possible Lead Partners

>> New Expert Working Group

>> Co-operation with key stakeholders

>> Best Practices

Cooperation with the World Banana Forum

» **Collaborative work**

- WG1

- WG3   » **Type of involvement**

- Through Member companies' representatives?

- Memorandum of Understanding?

- Resources shared?

- Communication?

- General Organisation?

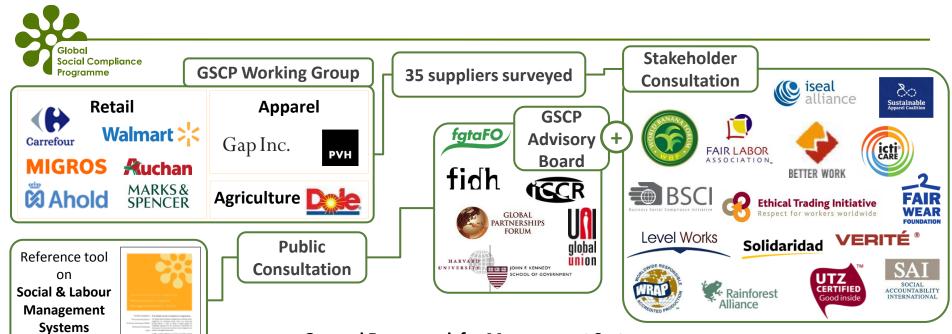- Translation?

Many Thanks for your Attention!

Questions?

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d.bergeret@theconsumergoodsforum.com

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Global
Social Compliance
Programme

- A Reference framework on Social Management Systems:

  > compiling current practices and defining "what good looks like"

  > setting common requirements for companies, initiatives and suppliers

  > allowing users to focus on key labour aspect(s) and plan corresponding activities for improvement

- An open source guidebook contributing to:

  > less duplication of efforts for capacity building

  > less confusion for suppliers

  > setting the stage for collaboration on sustainable remediation and capacity building

Global Social Compliance Programme

GSCP Working Group

Retail	**Apparel**
Carrefour · Walmart · MIGROS · Auchan · Ahold · MARKS & SPENCER	Gap Inc. · PVH
	Agriculture Dole

35 suppliers surveyed

GSCP Advisory Board +

fgtaFO · fidh · ICCR · GLOBAL PARTNERSHIPS FORUM · UNI global union · HARVARD UNIVERSITY JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Stakeholder Consultation

iseal alliance · Sustainable Apparel Coalition · WORLD BANANA FORUM WBF · FAIR LABOR ASSOCIATION · BETTER WORK · icti CARE · BSCI · Ethical Trading Initiative Respect for workers worldwide · FAIR WEAR FOUNDATION · Level Works · Solidaridad · VERITÉ · WRAP · Rainforest Alliance · UTZ CERTIFIED Good inside · SAI SOCIAL ACCOUNTABILITY INTERNATIONAL

Reference tool on **Social & Labour Management Systems for Suppliers**

Public Consultation

General Framework for Management Systems
methodological and practical elements to be considered when
implementing/improving a management system

Implementation: Processes and requirements for Social & Labour aspects

Recruitment Policies [agency, migrant & homeworkers]	Prevention of harassment and abuse
Documents and record-keeping	Prevention of discrimination
Informing Workers	Prevention of forced, bonded, indentured and prison labour
Freedom of association and Right to Collective Bargaining	Managing worker complaints and grievances
Managing working hours	Disciplinary Practices
Managing wages	Maintaining a safe and healthy working environment
Training and employee development	Worker accommodation
Prevention of child labour	Retrenchment

Engage in continuous improvement
Ensuring compliance and remediation, internal buy-in and collaboration with stakeholders

the context & challenge

BUYING COMPANIES

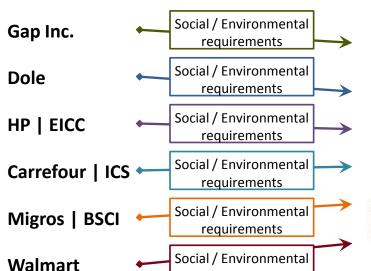**SHARED SUPPLY BASE**

ALL CONSUMER GOODS

SUPPLIERS

AGRICULTURE | INDUSTRY

RESULT TODAY

Gap Inc.	Social / Environmental requirements
Dole	Social / Environmental requirements
**HP	EICC**	Social / Environmental requirements
**Carrefour	ICS**	Social / Environmental requirements
**Migros	BSCI**	Social / Environmental requirements
Walmart	Social / Environmental requirements

Audit fatigue

Inefficiency

High cost

- many initiatives and programmes
- limited collaboration between companies and initiatives

- confusion in terms of requirements
- focus on passing multiple audits

>> limited progress in terms of sustainable remediation & capacity building

**Global
Social Compliance
Programme**

Key stages for implementation: practical roadmap to put the requirements into practice.

	Stage 1	Next stage	Next stage
Fundamental	○ The basics to consider for key processes ○ Ideas for implementation	○ First procedures to implement ○ Following activities suggested	○ Additional elements of the process ○ Monitoring aspects and activities
Advanced	○ More advanced elements and further steps	○ More advanced elements and further steps	○ More advanced elements and further steps

Implementation guidance: examples to illustrate particular operational activities and processes or explain more about particular issues.

Key questions to ensure all aspects are covered

Global Social Compliance Programme

Key components of a Management System

methodological and practical elements to be considered when implementing/improving a management system

A | **General Framework for Management Systems**

- **Creating an internal social policy framework**
  - Strategy | Senior level commitment
  - Targets | Policies
  - Processes | Allocation of resources

- **Roles and Responsibilities**
  - Functions & Roles
  - Training needs

- **Monitoring and Review**
  - Measuring and analysing results
  - Updating processes and targets
  - Ensuring Continuous Improvement

Plan
- Define strategy
- Set targets
- Develop policy
- Map processes
- Allocate resources & responsibility

Do
- Define and implement procedures
- Measure and collect data

Act
- Amend policy and processes to engage in continuous improvement

Check
- Monitor impact
- Review outcomes

Global Social Compliance Programme

Processes and requirements for Social & Labour aspects

to specifically tackle social & labour issues and cover targeted objectives of the management system tool

B **Specific Framework for Social & Labour Aspects**

- ## Implementation: translating strategy into effective procedures

- Recruitment Policies [agency, migrant & homeworkers]
- Documents and record-keeping
- Informing Workers
- Freedom of association and Right to Collective Bargaining
- Managing working hours
- Managing wages
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Global Social Compliance Programme

Engage in continuous improvement

Ensuring compliance and remediation, internal buy-in and collaboration with stakeholders

C **Cross-cutting Aspects**

- **Managing assessments and audits**
  - Allocating Responsibility
  - Ensuring Remediation
  - Communicating Results

- **Internal worker engagement systems**
  - Awareness raising & Training
  - Communication Methods
  - Engagement with Workers Representatives

- **External communication and stakeholder engagement**
  - Identification | Mapping | Engagement
  - Transparency & Reporting to Stakeholders
  - Community impacts

Global Social Compliance Programme

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Carrefour
Dole
Gap Inc.
MARKS & SPENCER
MIGROS
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Walmart

Expert Working Group

Gap Analysis

Resources
Companies | Suppliers

Take part in the public consultation www.gscpnet.com

Draft Reference tool

2 Stakeholder Consultations

22 key Stakeholders | +350 comments

Draft Reference tool

Public Consultation

October – December 2012

Final Reviews

End 2012

Reference tool
Social & Labour Management Systems for Suppliers

1 **2** **3** **4** **5** **Next steps**

October 2011 – December 2012   *January 2013 – TBD*

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Ahold · Auchan · Carrefour · Dole · Gap Inc. · MARKS & SPENCER · MIGROS · PVH · Walmart

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"Handbooks" for Farms and Factories

| **1** | **2** | **3** | **4** | **5** | **Next steps** |

October 2011 – December 2012 | *January 2013 – TBD*

Global Social Compliance Programme

Gap Analysis	1st EWG Review

October – March 2012

1st Stakeholders' Consultation	2nd EWG Review

March – July 2012

2nd Stakeholders' Consultation	3rd EWG Review

July – October 2012

Public Consultation	4th EWG Review

October – December 2012

Take part in the public consultation www.gscpnet.com

1   **2**   **3**   **4**   **5**

EB Review

AB Review
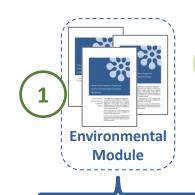
GSCP's Environmental module
in a nutshell

Global Social Compliance Programme

Objective

› integration of **site-specific environmental requirements**

› protection of the environment and workers on site

1

Environmental Module

+

› Reference Requirements

› Implementation Guidelines

› Audit Process and Methodology

› Auditing Competence

Gap Analysis + Public consultation + AB/EB Reviews

Draft Reference tool

2010

environmental Reference requirements

› a site-specific environmental requirements for employment sites across the whole supply chain

› applicable to all raw material processing, agricultural, manufacturing and logistics sites in the supply chain

› allows to assess the level of environmental performance of the employment site and to understand what is required to reach the "next level" of performance

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**Environmental
Reference Requirements**

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To this effect, GSCP is developing a set of reference tools and processes that describe best practices and provide a common interpretation of working and environmental requirements and their implementation.

Level 1 –   **Awareness and Compliance**

Level 2 –   **Proactive Management and Performance Improvement**

Level 3 –   **Leading Practice**

> **gap analysis of existing industry best practice:**

> › EWG's companies' environmental standards

> › World Bank's compilation of company codes of conduct and international standards (2003)

> › Other relevant tools (e.g. ISO)

> **agreement on a common set of performance areas, based on the gap analysis results**

> **identification of all relevant requirements for each performance area**

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Environmental
Reference Requirements

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Level 1 – Awareness and Compliance

- ❀ **Basic environmental management structure**, with defined management responsibilities and environmental management controls in place
- ❀ **Understanding and awareness of significant environmental aspects and impacts, and applicable legal requirements**
- ❀ **Compliance with applicable legal requirements**
- ❀ **Information and training of workers** on environmental and health issues and hazards
- ❀ Focus is on operations, activities and potential environmental impacts at the **site level**

**Global
Social Compliance
Programme**

Level 2 -
Proactive
Management
and
Performance
Improvement

- ❋ Meeting Level 1 requirements
- ❋ Environmental Management System **(EMS) in place**
- ❋ **Engaging workers** and their representatives at the site in dealing with environmental issues
- ❋ Environmental management and performance in line with recognised **international standard practice**
- ❋ Demonstrable management of **all significant environmental aspects and impacts**, and achievement of performance improvement targets
- ❋ Focus is broadened to consider how the site influences and interacts with the **local environment**

Level 3 -
Leading Practice

- ❋ Meeting Level 1 and 2 requirements
- ❋ **Leading practice environmental management** and performance (beyond recognised industry/sector standards)
- ❋ **Engagement with key stakeholders** through the value chain to achieve significant performance improvement Consideration of **potential impacts** on, and influence over, activities **beyond the immediate environs of the site**
- ❋ **Demonstrable leadership** in environmental management and achievement of stretching performance improvement targets

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8. Major incident management
9. Contaminated Land / Soil and groundwater pollution prevention
10. Land use and biodiversity
11. Nuisances

Objectives

› complement the requirements

› support improvement in environmental performance

› give guidance to sites as to how to reach the required level

› for **production sites** & **buying companies to support their suppliers**

Global Social Compliance Programme
Environmental
Implementation Guidelines

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Structure

› by level and, for each level, by performance area, with 4 sections:

Section 1 - Starting out | How to work towards Level 1

Section 2 - How to reach Level 1 | explanation of the performance areas, and benefits of improving environmental aspects with practical examples of 'where to start'

Section 3 - How to reach Level 2

Section 4 - How to reach Level 3

Annexes - Glossary and additional sources

Global
Social Compliance
Programme

Objective: to cover environmental audits

› **preparation**

›

execution   › **follow-up**

Structure

› same core requirements as for social audits

› specific requirements added for environmental audits

› assessment by performance area, covering all three levels

Who can use it: › Auditing Bodies   › Initiatives

› Buying companies

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Reference Environmental
Audit Process & Methodology

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environmental Audit Process & Methodology

Global Social Compliance Programme

1 **Risk Assessment System**
- › Country of employment site
- › Industry › Processes
- › Sensitivity of local environment/ecosystems
- › Self-assessment questionnaire

2 **Request for Environmental Audit**
- › Initial communication with employment site
- › Collection of information

3 **Preparation**
- › Background & context review
- › Audit organisation: type, team
- › Communication of audit arrangements
- › Supplier preparation

Global Social Compliance Programme
Environmental Audit Process & Methodology
Reference Environmental Self-Assessment Questionnaire

Global Social Compliance Programme
Environmental Audit Process & Methodology
Reference Environmental Pre-Audit Employment Site Profile

4 **Audit Execution**
- › Opening meeting › Site tour
- › Management & Worker interviews
- › Document review
- › Audit team pre-closing meeting
- › Closing meeting

5 **Audit Outputs**
- › Follow-up & verification (if required)
- › Audit reporting

Global Social Compliance Programme
Environmental Audit Process and Methodology
Reference Environmental Audit Checks

Global Social Compliance Programme
Environmental Audit Process & Methodology
Reference Environmental Alert Notification

Global Social Compliance Programme
Environmental Audit Process and Methodology
Reference Environmental Audit Report

Global Social Compliance Programme
Environmental Audit Process and Methodology
Reference Summary of Environmental Findings and Corrective Actions

Global Social Compliance Programme
Environmental Audit Process & Methodology
Reference Environmental Supplementary Audit Information

Models for the Implementation of the Environmental Module
[MIEM]

Global
Social Compliance
Programme

Pilot with Suppliers

Assessment & Training

Index

coop

MIGROS

Timberland

Intertek

Sustainable Apparel Coalition

OUTDOOR INDUSTRY ASSOCIATION

Environmental Module
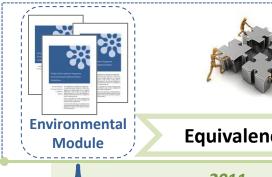
Pilot Projects

Equivalence Process

2011   *2012*

Gap Analysis > **Public consultation** > **AB/EB Reviews**

+   +

Draft Reference tool

2010

44

Global Social Compliance Programme

> **Harmonise to avoid duplication through Reference models for implementation**
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» Sustainable

allowing for a true shift from suppliers' compliance to ownership of issues and corresponding solutions

» Open source

for everyone to use

Expert Working Group

Starbucks · Hormel Foods · Marks & Spencer · Dole · adidas GROUP · LI & FUNG TRADING · SC Johnson A Family Company · Auchan · C&A · Hasbro · hp · Timberland · MIGROS · Triumph · YAMADA · NBCUniversal · PVH · Gap Inc. · Walmart · Chiquita · Pick n Pay · Woolworths Limited

› **22 Member Companies** › **9 sectors covered**

› **8** Executive Board Member Companies

**Global
Social Compliance
Programme**

› **Start Phase | Gap Analysis** :

Tasks include

❑ Gather key documents and resources

❑ Study Pilot projects

❑ Draft and circulate questionnaires to suppliers

❑ ....

❑ Establish links with relevant bodies and initiatives

> **EWG Members**
- **Share** resources
- **Analyse** the tools
- **Express** needs for adaptation
- **Bridge** with Stakeholders

**Review
Process** ① **Stakeholders' Involvement |
Gap Analysis**

Global Social Compliance Programme

22 "cross-sectoral" participants | 9 sectors covered

Electronics	Household Products	Food / Agriculture + Retail	Media & Associated Products

Apparel | Toys | Agriculture

Retail | Trading/Brokering

GSCP Member Companies

GSCP Team

Stakeholders

Partner Organisation(s)

Suppliers

Centralised Expert Working Group

FTA Foreign Trade Association

Ø ZDHC

UNIDO

UNEP

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- Developing the Environmental Performance Improvement System (BEPI)
    - Following the BSCI Model
    - Based on the GSCP Environmental Module
- Designed for FTA Members and the suppliers
    - Implementation support system
    - Capacity building system
- GSCP invited as "Observer"

Global Social Compliance Programme

Ø ZDHC

- Sectoral Initiative from the Apparel industry

- Already cooperating with the Sustainable Apparel Coalition

- Issue-focused | Chemicals

- Objective:

  "towards zero discharge of hazardous chemicals by 2020"

adidas GROUP

C&A

H&M

NIKE

LI-NING
Make the change

G-STAR RAW

PUMA

LEVI STRAUSS & CO.

**Global
Social Compliance
Programme**

› **EWG Members**

- **Share** resources
- **Analyse** the tools
- **Express** needs for adaptation
- **Bridge** with Stakeholders

- **Review** and **improve** tools
- **Provide** expert advice
- **Bridge** with stakeholders
- **Align** & **Avoid** duplication

**Review
Process**

1 **Stakeholders' Involvement |
Gap Analysis**

2 **Definition &** **3** **Development of
necessary Tools**

Global
Social Compliance
Programme

› **Phase 2 | Definition of necessary developments** for appropriate models for implementation, based on outcomes of the Gap analysis and on the various scopes agreed upon:

❑ Useful tools for suppliers and buying companies
❑ Performance areas to be refined according to
   ✓ sectors
   ✓ geographical contexts
   ✓ Stakeholders' inputs
   ✓ …

› **Phase 3 | Development of tools** meeting the needs of :

› **Buying companies & initiatives**: scorecards, monitoring tools…
› **Suppliers**: training protocols, self-assessment tools…
› **All actors and initiatives:** models for implementation

**Global
Social Compliance
Programme**

...
Training Protocols
Business Incentives
Capacity Building Tools

④ **Pilot Implementation
with Suppliers**

› **EWG Members**
- **Share** resources
- **Analyse** the tools
- **Express** needs for adaptation
- **Bridge** with Stakeholders

- **Review** and **improve** tools
- **Provide** expert advice
- **Bridge** with stakeholders
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**Review
Process** **①** **Stakeholders' Involvement |
Gap Analysis** **②** **Definition &** **③** **Development of
necessary Tools**

**Global
Social Compliance
Programme**

❯ **Phase 4 | Piloting by companies & initiatives**
with their selected suppliers to ensure their relevance and usefulness of the tools.

Results from this phase will be reviewed by the Expert Working Group to define the final versions of the **Reference models for environmental compliance & capacity-building**.

overview of the complete workflow

Global Social Compliance Programme

Models for Implementation of the Environmental Module

...
Training Protocols
Business Incentives
Capacity Building Tools

4 **Pilot Implementation with Suppliers** **+** **Adjustments** **+** **Final Reviews**

› **EWG Members**
- **Share** resources
- **Analyse** the tools
- **Express** needs for adaptation
- **Bridge** with Stakeholders

- **Review** and **improve** tools
- **Provide** expert advice
- **Bridge** with stakeholders
- **Align** & **Avoid** duplication

Review Process **1** **Stakeholders' Involvement | Gap Analysis** **2** **Definition &** **3** **Development of necessary Tools**