



4 P S M i m p l e m e n t a t i o n

The Project Sustainability Management (PSM) process for defining and implementing project goals and indicators for sustainable development can be referred to quality management for projects involving the classic PLAN - DO - CHECK - ACT cycle, illustrated in Figure 3.

The project owner and consulting engineer work together at the early design phase of the project to plan and develop a set of project-specific goals for sustainable development. As shown in the inset below, this first step takes place in three stages and involves establishing, adjusting and testing project goals and indicators.

Once agreement is reached on a set of project indicators, the engineer and the project owner develop and apply an implementation plan to satisfy the remaining steps in the quality management cycle. The inset on page 12 describes how the implementation of project sustainability will have a major influence on all of the main elements of a quality management system for projects. It summaries, for each of the quality management processes, the impacts, issues and concerns that must be taken into account when defining and implementing indicators.

The following sections describe in detail how indicators are developed in the three stages and then applied by drawing up an implementation plan.

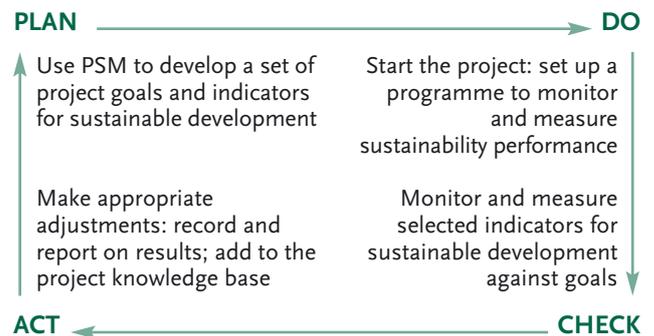


Fig. 3: Incorporating PSM into project quality management

| Project Sustainability Management process | |
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| Stage | Activity |
| 1 | Establish project-specific goals and indicators for sustainable development Establish the project scope and setting assumptions Determine the owner's vision, goals and objectives Identify and engage key stakeholders |
| 2 | Adjust goals and project indicators to local conditions Incorporate applicable safeguard policy considerations Identify and incorporate <i>Local Agenda 21</i> or other local indicator development activities |
| 3 | Test and refine project goals and indicators Test project indicator functionality Refine goals based on systems integration considerations Refine indicators to align with applicable regulations, and protocols |
| 4 | Use project indicators during project implementation, operation and decommissioning Indicators are used for project management, feedback and adjustment, and for project evaluation |