

Sustainable Development Strategies (SDS) – Local Agenda 21 (LA21)



Ryerson University:
CKSS101: Examining Current and Future Challenges to Sustainability.
July 15th, 2010 class @ Microskills



Thomas Esakin

www.thomasesakin.com

Tel: 416.316.0604

Canadian Institute for Environmental Law and Policy (CIELAP)

416.923.3529

www.cielap.org

Proposed Agenda for Class (July 15th)

- **Introductions.**
- **Class agenda.**
- **Group discussion:**
Understanding / Let's discuss sustainability.
- **Four parts to sustainability planning.**
- **Group discussion: Cultural leadership styles.**
- ***Leading for Sustainability.***
- **New thinking style:**
“Thinking in Systems.”
- **Coffee Break.**
- **SDS overview.**
- **Traditional *Strategic Planning.***
- ***Sustainable Development Strategies (SDS) (aka Local Agenda 21 (LA21)) – Key Principles.***
- **SDS / LA21 – Key Sections.**
- **Measuring sustainability (metrics).**
- **Sustainability in practice.**
- **SDS / LA21 and partnerships (public participation).**
- **Canada's first Federal SDS in 2010: a brief case study of its goals.**
- **Break out groups: sketch out the key sections and participants in an SDS / LA21.**
- **Final Reflections / Q&A.**
- **Close.**
- **(Interface, Inc. case study found in references.)**

Understanding sustainability

Sustainable Development is nothing
less than:

*“...a profound rethinking of a
dominant paradigm.”*

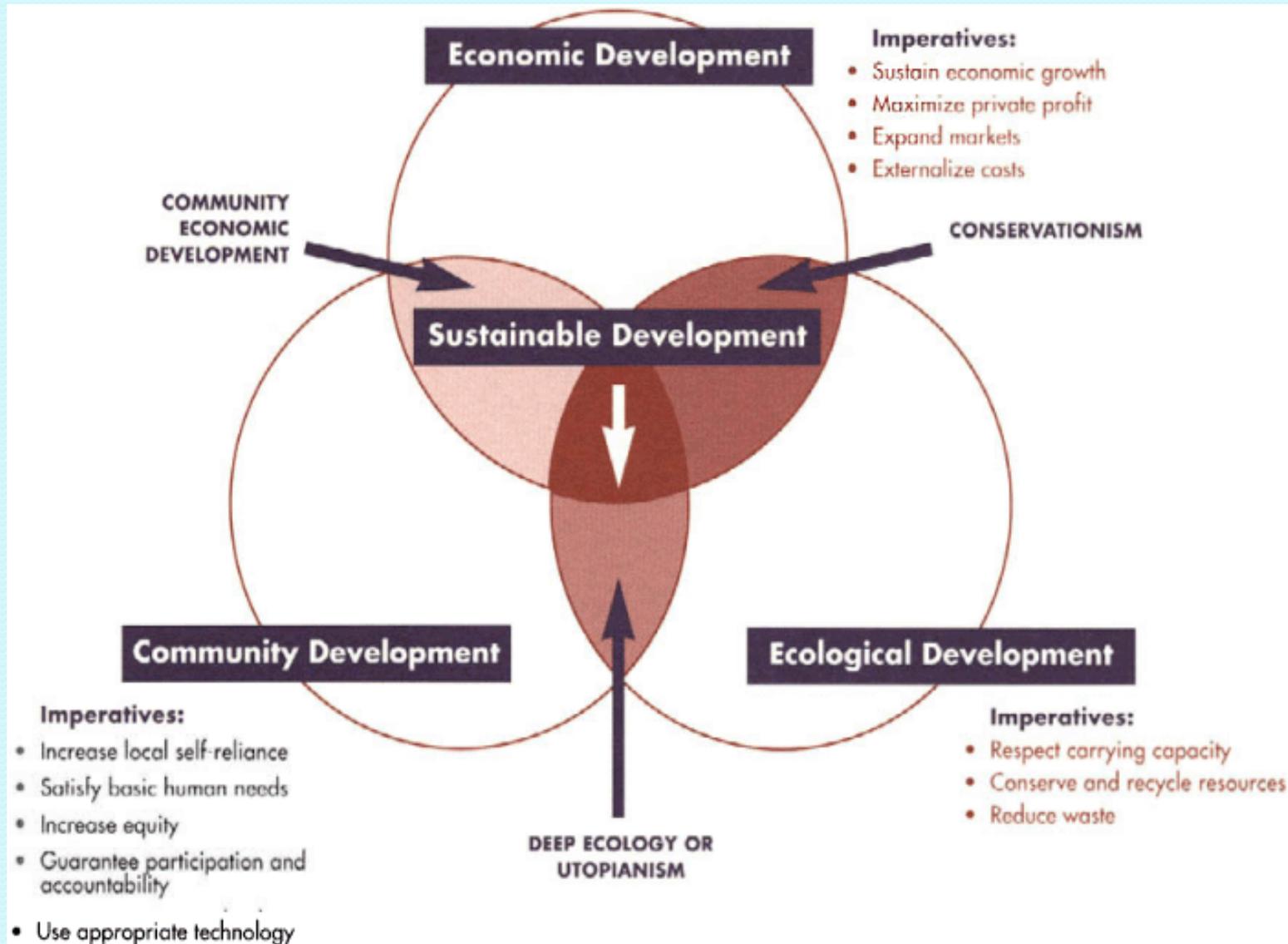
(Berghofer & Schwartz, 2007; p.66.)

Let's discuss sustainable development (1)

- ***Define sustainable development / sustainability.***
- ***Why is SD important for humans?***
- ***What are sustainability's 3 equal pillars?***
- ***Is any one pillar of SD more important than the other?***
- ***What role does "time" play in sustainability?***
- ***What is Agenda 21?***
- ***Let's discuss Local Agenda 21 (LA21).***

Let's discuss sustainable development (2)

FIGURE 1 THE SUSTAINABLE DEVELOPMENT CHALLENGE: (ICLEI: Chapter 1, Page 2).



Let's discuss sustainable development (3)

Scientific American (Michael D. Lemonick):

“Top 10 Myths about Sustainability”

“Myth 1:

Nobody knows what sustainability really means.

That's not even close to being true.”

The UNWCED defined sustainable development... (more on that to follow!) all “...in a definition that says nothing about protecting the environment...”

“Myth 2:

Sustainability is all about the environment.”

(Scientific American, pages 40-45)

Let's discuss sustainable development (3)

Earth's most common definition of SD (UN-WCED):

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

It contains within it two key concepts:

1. the concept of 'needs' ...; and
 2. the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.”
- It also incorporates the idea of “time”.

Let's discuss sustainable development (4)

- Sustainable development / sustainability are one and the same thing (as per UN-WCED).
- Sustainable Development is commonly referred to as being a “*journey*” over a “*destination*” for, as with evolution, it is a continual, ongoing, process.
- SD has 3 equal and mutually-reinforcing pillars that are: social, economic and environmental.
- At all levels it will differ in approach in both time & scale.

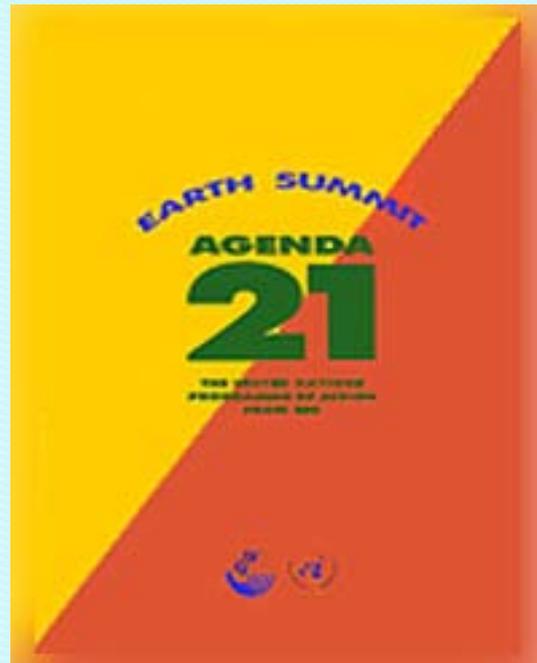
Let's discuss sustainable development (5)

- In SD, *Time* is future oriented, more in-line with “Earth-time scales” and measured in “generations” of humans.
- SD also entails “social justice” implications, as it connects environmental degradation & poverty, and understands the importance to SD of empowering traditionally disempowered groups.
- *Agenda 21* was the “action plan for sustainable development” adapted by 176 governments at the 1992 *Earth Summit* (UNCED).
- *Local Agenda 21* (LA21) is *Agenda 21* applied at a local level.

Let's discuss sustainable development (6)

Agenda 21:

(see: http://www.un.org/esa/dsd/agenda21/res_agenda21_00.shtml)



Let's discuss sustainable development(7):

Agenda 21 (LA21) – Call for SDS

The Preamble and Section III, Chapter 8 of Agenda 21 identifies:

- the need to *Integrate Environment & Development in Decision-Making*; and
- calls for the development of national strategies for sustainable development.

These are the basis for the requirement of Sustainable Development Strategies (SDS) / LA21, at least at the country level.

Let's discuss sustainable development(8):

Agenda 21 (LA21) – Key section

Section III of Agenda 21 identifies that all segments of society are to be actively engaged in Sustainable Development, including:

Women, children & youth, indigenous peoples & their communities, NGOs, local authorities (local governments), workers & trade unions, businesses & industry, the scientific & technological community, and farmers.

- All these groups, through individuals or as a collective group, have the potential to serve in leadership roles.

Let's discuss sustainable development(9): Agenda 21 (LA21) – Leaders everywhere

Agenda 21 considers leadership potential to exist in all people found at every sphere of society:

- **Individual**
- Households
- Educational Institutions
- Government
- Businesses / Corporations
- NGOs
- Trade Unions

Let's discuss sustainable development(10)

Final thoughts on sustainability...

- *North American views vs. elsewhere (narrowed vs. expanded view of SD).*
- *Hidden benefits of the 3BL approach.*

Four parts to sustainability planning (IISD)

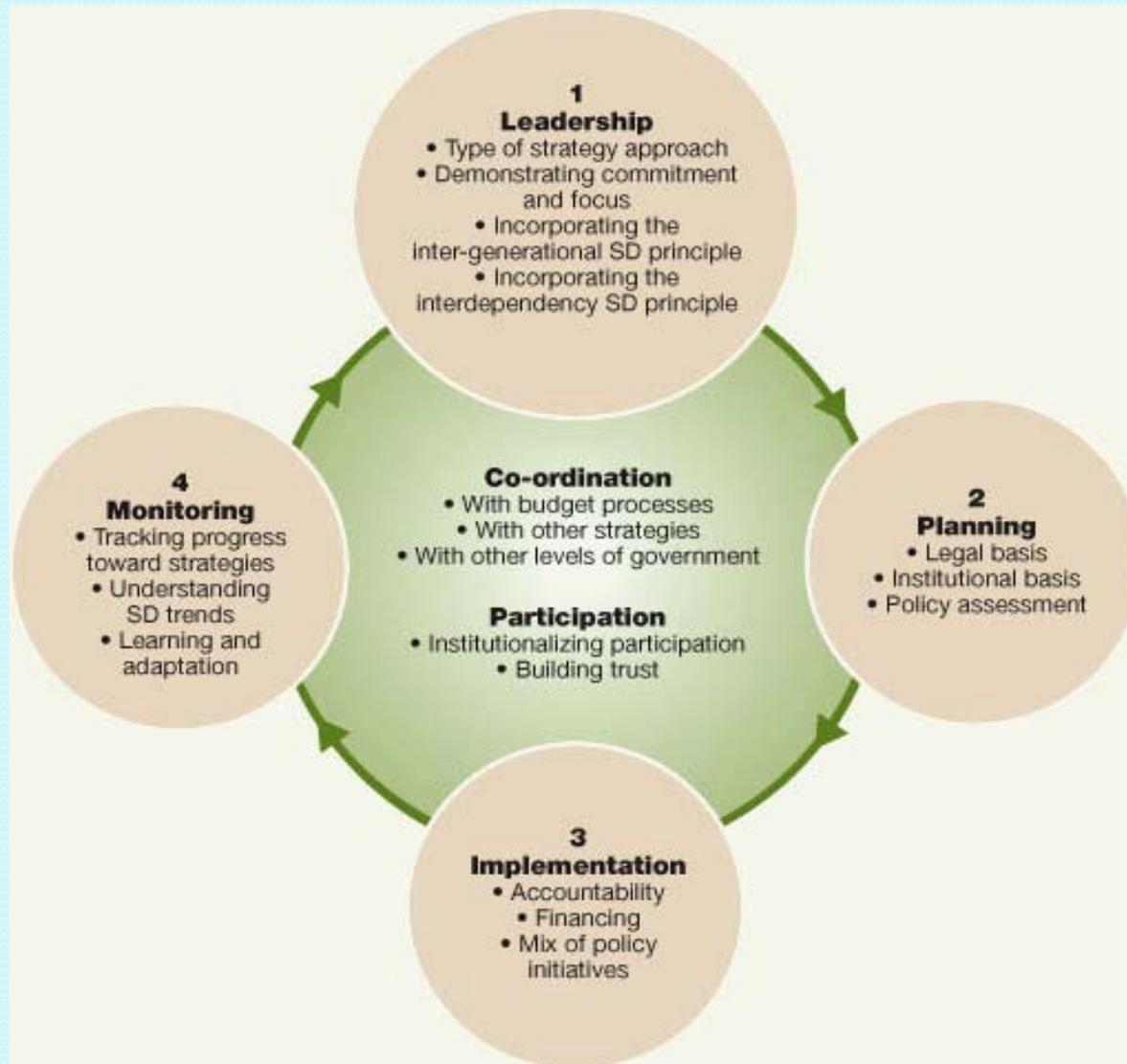


Figure 1. Aspects of strategic and coordinated action for sustainable development: the national sustainable development strategy and process.

Four parts to sustainability planning (IISD)

What we are doing is taking a sustainable development / sustainability planning model developed for national governments ... a model that has borrowed from three different planning traditions... and adapting it for corporations, industry and organisations.

Cultural leadership styles (1)

- **Class discussion:**

As best as you are able, consider (describe...) and share the most common leadership style found in the country of your birth.

Cultural leadership styles (2)

- GLOBE Project, administering 17,300 questionnaires in 62 societies, “identified ten cultural clusters with different leadership characteristics:

- Latin America
- Anglo
- Latin Europe
- Nordic Europe
- Germanic Europe
- Eastern Europe
- Confucian Asia
- Southern Asia
- Sub-Saharan Africa
- Middle East

(Nye, 2008; pps.95-6)

Cultural leadership styles (3)- Examples

- “Anglo market orientation,
- French pyramidal structures,
- Scandinavian consensual approach, and
- German machine efficiency.” (Nye, 2008; p.95).
- “Mexican...cultural values of hierarchy and authority.” (Nye, p.92).
- American culture: “feature three elements not present in other countries: market processes, emphasis on the individual, and a focus on managers rather than workers.”

(Hofstede cited in Nye, p.95)

Leading for sustainability (1)

Review reading by Schwartz and Berghofer:

“Ethical Leadership: Right Relationships and the Emotional Bottom Line – The Gold Standard for Success”

*What are your reflections
on the reading...?*

Leading for sustainability (1a)

10 Take-aways from: *“Ethical Leadership: Right Relationships and the Emotional Bottom Line – The Gold Standard for Success”*.

1. Ethical leadership is principle based;
2. Ethical leadership is focused on service;
3. Organisation's flourish when leaders at all levels throughout the formal structure take responsibility for ensuring that the work performed under their charge is ethically grounded.
4. Leadership is a skill that can be learned.
5. Competence in ethical leadership can be measured through changes in perception of the leaders and by objective measures of organizational performance.

Leading for sustainability (1b)

10 Take-aways, cont'd:

6. The foundational characteristics of both the human and natural world are *unity, interconnection* and *interdependence*.
7. When the organization is functioning with good ethical relationships throughout, people are healthier and happier, and productivity measures improve in every way.
8. Ethical leadership is a *discipline* in its own right.
9. The influence of a well functioning, ethically grounded organization goes far beyond its own operations.
10. In the 21st century as never before people everywhere are moving forward into a common future of global interdependence... it is of critical importance that leaders everywhere be the models of the ethical competence that we now know without equivocation to be a source of human well-being and happiness.

Leading for sustainability (2)

(see: <http://www.thomasesakin.com/personal/publications/Principles.pdf>)

- Grounded in an inherent respect for all:
- An awareness that learning about the collective whole through individual parts is an essential part of our discussions:
- We recognise each and every person, no matter their station in life, has valuable knowledge to share related to the advancement of Sustainable Development:
- Every human being is understood to be both a student and a teacher of life, thus we do not accept any false separation between teacher & student:
- Each and every person is identified as a leader in their own right, an affirmation which recognises that all of humanity can - even must - contribute to the advancement of Sustainable Development on Earth:
- Active listening is essential for us, as we intuitively know we can learn more by listening to others than we can ever learn through hearing our own voice:
- Actively seek or facilitate other peoples' participation in our discussions on Sustainable Development, for the more people who join together with us in learning, then the more we can, both individually and collectively, be active learners for Sustainable Development:
- All ideas are good ideas, and so will be listened to and acknowledged: and
- Right and wrong are constructs of thought, which often have personal or cultural value but may not have universal meaning or applicability.

Leading for sustainability (3)

Nye's definition of leadership:

**“...a leader is someone who helps
a group create and achieve
shared goals.”**

(Nye, 2008; p.18.)

Leading for sustainability (4)

- **“Hard power:**
Rests on inducements (carrots) and threats (sticks).”
- **“Soft power:**
getting the outcomes one wants by attracting others rather than manipulating their material incentives. It co-opts people rather than coerces them.”

(Nye, Jr., 2008; p.29.)

Sustainability leadership tends to emphasise *soft power*, yet also understands *hard power* (penalties for failing to act) will be necessary for some in society.

Leading for sustainability (5)

- **“Command power – the ability to change what others do...”**
- **“Co-optive power – the ability to shape what others want...”**

(Nye, 2008; p.30.)

Sustainability leadership tends to emphasise *Co-optive power*, yet also understands that *Command power* (forced action) will be necessary for some in society.

Leading for sustainability (6): Leadership is... personal example.

“Begin with oneself. To engender trust a leader must be trustworthy. To promote justice, one must be just; to engage enthusiasm, be enthusiastic. In other words, a leader must model all the qualities and characteristics he or she expects of others.”

(Berghofer & Schwartz, 2007; p.53.)

Leading for sustainability (7):

Leadership is... personal example.

Know thyself.

(Temple of Apollo, Delphi.)

All leadership begins with-in your-self:

Self reflection, self-criticism, willingly
admitting mistakes are all essential
ingredients.

*Leading for sustainability (8):
Leadership is... personal example.*

**“Humans, like other primate groups,
focus their attention on the leader.
Closely watched CEOs and presidents
are always conveying signals,
whether or not
they realize it.”**

(Nye, 2008; p.70.)

Leading for sustainability (9)

Leaders are not born but are made or arise from situations.

“Context is often more important than traits.”

“We can think of leadership as a process with three key components: leaders, followers, and contexts.”

(Nye, 2008; p.15 &21.)



Donella Meadows:
Thinking in Systems (1)

**Traditional thinking has been
more “linear” in approach.**

Systems Thinking....

**“...self-organizing non-linear feedback systems are
inherently unpredictable. They are not
controllable.”**

...is more akin to a spider web.



Thinking in Systems: A web of interconnexions

Donella Meadows: *Thinking in Systems (2)*

Discuss ...Your take-aways from Meadows, Ch1.

- **NOT silo thinking.**
- **Systems: Are more than the sum of the parts.**
- **Interconnexions *and* non-linear (“Look beyond the players to the rules of the game”).**
- **Understanding Systems behaviour over time.**
- **Measurability: stock, flow and dynamics.**
- **Feedback loops:**
 - **Stabilising loops: Balancing feedback.**
 - **Runaway loops: Re-inforcing feedback.**

Thinking in Systems (3)

“...we are parts of a greater whole. If we endanger her, she will dispense with us in the interests of a higher value - that is, life itself.”

(Vaclav Havel, former President of the Czech Republic, speech of July 4, 1995, cited in Berghofer & Schwartz, 2007; p. 77.)

Thinking in Systems (4)

Ecological Footprint:

- 1) Discuss EF;*
- 2) Discuss EF quiz; and*
- 3) Share your personal EF results.*

Thinking in Systems (4a)

What it measures

- “The Ecological Footprint Quiz estimates the area of land and ocean required to support your consumption of food, goods, services, housing, and energy and assimilate your wastes. Your ecological footprint is expressed in "global hectares" (gha) or "global acres" (ga), which are standardized units that take into account the differences in biological productivity of various ecosystems impacted by your consumption activities. Your footprint is broken down into four consumption categories: carbon (home energy use and transportation), food, housing, and goods and services. Your footprint is also broken down into four ecosystem types or biomes: cropland, pastureland, forestland, and marine fisheries...”
- “There are only 15.71 global hectares available per person on a renewable basis. This means we are overshooting the Earth's biological capacity by nearly 50%. To sustain present levels of consumption, we would need:”



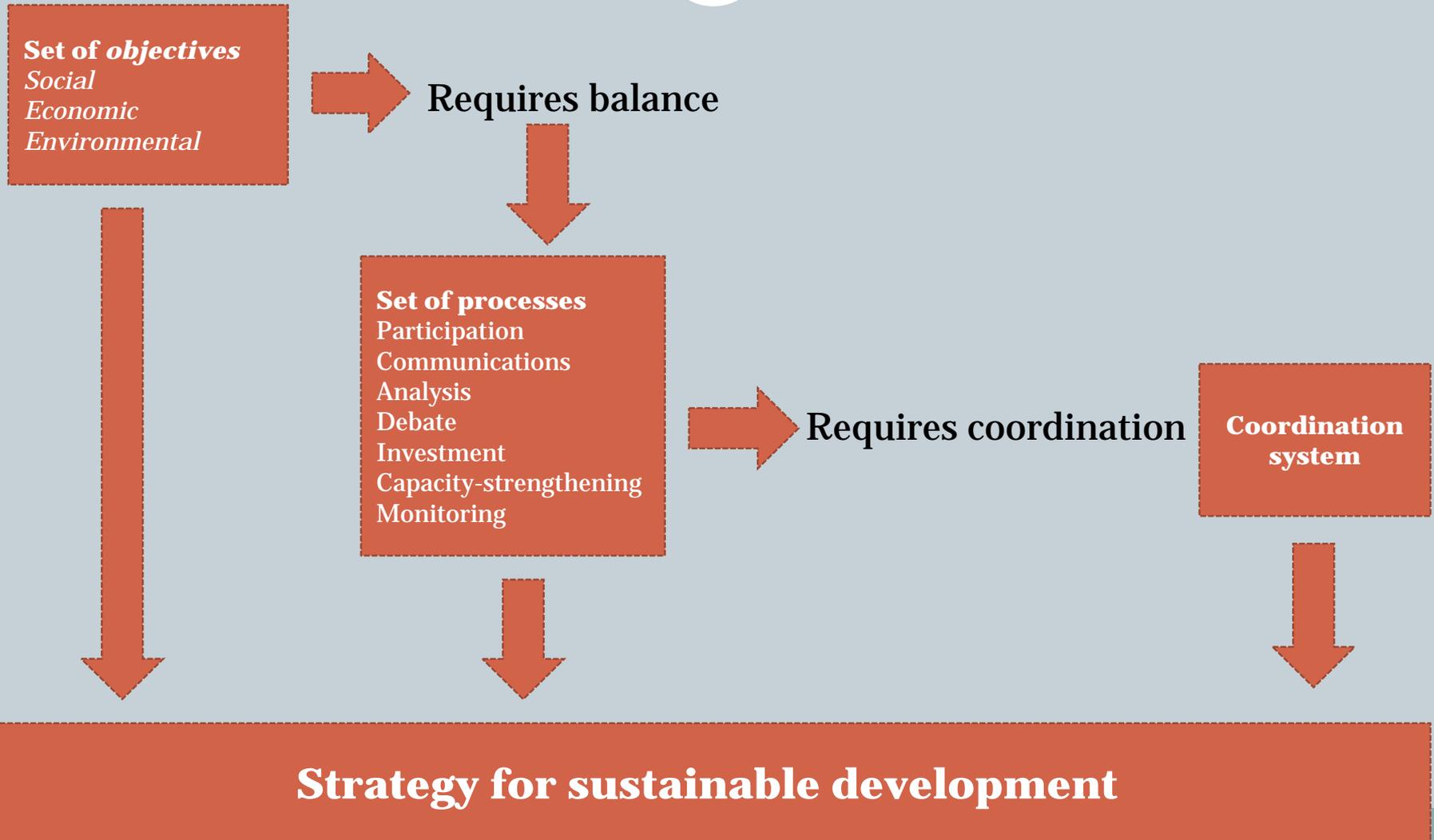
(Ecological Footprint – Center for Sustainable Economy (2010b))



Class Break

Sustainability Development Strategies (SDS) / LA21 Overview (1)

Figure 3.1 Rationale for a systemic approach to sustainable development strategies (OECD (2002), page 32, Figure 3.1)



Sustainability Development Strategies (SDS) / LA21 Overview (2)



SDS borrow from three separate models of planning:

- Strategic Planning
- Community Planning
- Environmental Planning

As a class:

Share what you may know about strategic planning or these other types of planning.



“Strategic planning

...used extensively in the private sector to provide corporations and businesses with long-term visions and goals, and short-term action plans to achieve these goals;

...is seen as a means to rally the collective resources of a firm around specific strategies designed to increase the firm’s competitive advantage in the arena where it is active.”

(ICLEI: Chapter 1, Page 5)



**“Community-based planning
...used extensively in the development
field to engage local residents and
service users in participatory
processes to develop and implement
local service projects and programs.”**

(ICLEI: Chapter 1, Page 5)



“Environmental planning,
with its different assessment methods, was
developed in the 1970s to ensure that
development projects take environmental
conditions and trends into consideration,
and that the managers of such projects
identify and take measures to mitigate the
specific environmental impacts of a
development activity.”

(ICLEI: Chapter 1, Page 5)

Traditional Strategic Planning (1)

Basic Outline of a Traditional *Strategic Plan* (see: Hale):

“**Vision** – articulates where an organization or business wants to be in the future. [The: WHY.] [i.e. Why the organisation exists. It is the future ‘end game’ for the organisation.]

Values – articulates what an organisation believes about the World -- the forces that really "drive" the organization.... Guiding principles....traditions, ethics and other standards... [The: BELIEFS.]

Mission – is the action statement for an organization or company, combining the Vision and Beliefs.” [The: WHO and WHAT.] [i.e. *Who* an organisation is and *What* it is about.]

Traditional Strategic Planning (2)



Basic Outline of a Traditional Strategic Plan, cont'd (see: Hale):

“**External assessment**--identifying factors which can impact the mission (SWOT analysis):

- strengths
- weaknesses
- opportunities
- threats
- competition
- constraint”

Traditional Strategic Planning (3)



Basic Outline of a Traditional Strategic Plan, cont'd (see: Hale):

“Strategic Goals & Objectives [ACTION]:

- Goals are specific statements of what an organisation "will" do. They do not deal with questions of "how" (which are left the objectives).
- Objectives are much more specific, and they look at the "How's" of getting the goals accomplished. The objectives must be -
 - **S**-pecific
 - **M**-easurable
 - **A**-chievable
 - **R**-ealistic
 - **T**-imely”

Traditional Strategic Planning (4)



Basic Outline of a Traditional Strategic Plan, cont'd (see: Hale):

“Strategies and Tactics-- specific action steps to implement ...objectives-- the right people doing the right things at right time in the right way. [THE *SPECIFICS* OF HOW, WHO, WHAT WHERE, WHEN ACTION ITEMS.]

Includes statements of how to apply the Five Resources:

- people
- property
- time
- money
- technology (or knowledge)”

Traditional Strategic Planning (5)



Basic Outline of a Traditional Strategic Plan, cont'd (see: Hale):

“Assessment or Evaluation

[aka *Benchmarks & Indicators*] –
outline how will the organisation know it
has arrived? [The: METRICS.]

- (e.g. ...budgets, controls, & reporting systems).

Key principles for SDS / LA21s (1)



“Principles towards which SDS should aspire”:

1. People-centred.
2. Consensus on long-term vision.
3. Comprehensive and integrated.
4. Targeted with clear budgetary priorities.
5. Based on comprehensive and reliable analysis.
6. Incorporate monitoring, learning and improvement.
7. Country-led and nationally-owned.

Key principles for SDS / LA21s (2)



Principles towards which SDS should aspire, cont'd:

8. High-level government commitment and influential lead institutions.
9. Building on existing mechanisms and strategies.
10. Effective participation.
11. Link national and local levels.
12. Develop and build on existing capacity.

(OECD (2005), pp33-34, Box 3.1)

SDS / LA21s – Key Factors

SDS / LA21: Hybrid, integration, engagement, systemic problems, long-term

“As a hybrid of.... three planning traditions, sustainable development planning makes use of the different planning methods and tools of each tradition in assisting communities to:

- **equally factor economic, community, and environmental conditions into the design of development projects and service strategies;**
- **fully engage relevant interest groups and, in particular, service users in the development of service strategies that meet their needs; and**
- **create service strategies that can be sustained because they focus on underlying systemic problems rather than problem symptoms, and because they consider long-term trends and constraints.”**

(ICLEI: Page 5)

- **And... they deal with ‘real-world’ issues and avoid planners dreams..”**

(OECD (2002), page 259)

SDS / LA21s- Key sections (1)



Key sections in a SDS /LA21

- 1) Sustainability Vision
- 2) Sustainability Mission
- 3) Sustainability Objectives
- 4) Sustainability Targets
- 5) Sustainability Triggers
- 6) Sustainability Action Plan
- 7) Sustainability Institutional Plan

SDS / LA21s - Key sections (2)



A Sustainability Vision

- “A vision tells us where we want to go.... [It] describes the long-term aspirations which stakeholders agree should guide all other aspects of the development of the strategy.”

[The: WHY.]

(OECD (2002), page 254)

SDS / LA21s - Key sections (3)



An example of a (improvable) *Sustainability Vision:*

“Excellence in service to Canadians to ensure the sustainable development and safe use of Canadian waters.”

(Fisheries and Oceans Canada, Page 9)

SDS / LA21s - Key sections (4)



An impressive *Sustainability Vision*:

“To be the first company that, by its deeds, shows the entire industrial world what sustainability is in all its dimensions: People, process, product, place and profits — by 2020 — and in doing so we will become restorative through the power of influence.”

(Interface, (2008c))

SDS / LA21s - Key sections (5)



Sustainability Mission

- ... describes who the organisation is and what it is about.

[The: WHY and WHAT.]

SDS / LA21s - Key sections (6)



An impressive *Sustainability Mission:*

“Interface will become the first name in commercial and institutional interiors worldwide through its commitment to **people, process, product, place and profits**. We will strive to create an organization wherein all people are accorded unconditional respect and dignity; one that allows each person to continuously learn and develop. We will focus on product (which includes service) through constant emphasis on process quality and engineering, which we will combine with careful attention to our customers’ needs so as always to deliver superior value to our customers, thereby maximizing all stakeholders’ satisfaction. We will honor the places where we do business by endeavoring to become the first name in industrial ecology, a corporation that cherishes nature and restores the environment. Interface will lead by example and validate by results, including profits, leaving the world a better place than when we began, and we will be restorative through the power of our influence in the world.”

(Interface, (2008c))

SDS / LA21s - Key sections (7)



Sustainability Objectives

- “... taken together, describe how the vision might be achieved....
- Each objective should cover a given issue (problem or opportunity), address the main changes required to make the transition to sustainable development, be expressed in a way that is broad enough to encompass all aspects of the issue and ensure ‘buy-in’ by all relevant stakeholders, but also specific enough to allow measurable targets to be defined.
- The strategy should cover sufficient objectives to address the main economic, social and environmental concerns of sustainable development, but few enough to be achievable and comprehensible.”

[The: What.]

SDS / LA21s - Key sections (8)



Example of Sustainability Objectives

- Healthy and productive aquatic ecosystems;
 - Safe and accessible waterways;
 - Sustainable fisheries and aquaculture;
- Environmentally sustainable operations and management.

(Fisheries and Oceans Canada, Page 9)

SDS / LA21s - Key sections (9)



Sustainability Targets ***(aka: Benchmarks & Indicators)***

- “... for each objective describe specific and measurable activities, accomplishments or thresholds to be achieved by a given date. These form the core of any action plan, and serve to focus resources and guide the selection of options for action...”

[The: Metrics.]

SDS / LA21s - Key sections (10)

Example of Sustainability Targets or Benchmarks & Indicators

| Indicator | | Change since: | |
|------------------------|----------|-------------------|------|
| | | 1990 | 2003 |
| Society: | | | |
| 38. Crime | Vehicles | √ ₁₉₉₁ | √ |
| | Burglary | √ ₁₉₉₁ | √ |
| | Violent | √ ₁₉₉₁ | √ |
| 51. Childhood obesity: | | X ₁₉₉₅ | ≈ |
| 58. Road accidents: | | √ | √ |

**Number of crimes:
(a) vehicle thefts**

(b) domestic burglary

**(c) violent crime,
1990 to 2008-9**

**Prevalence of obesity in
2-10 year-olds, 1995 to 2007**

**# of people & children killed or
seriously injured, 1990 to 2008**

(United Kingdom Government)

SDS / LA21s - Key sections (11)



Sustainability Triggers

- “... are commitments to take a specified action at a future date. Where agreement cannot currently be reached on a particular target due to lack of information, or where a target may not yet be realistic given the extended timeframe of a strategy, it may instead be ‘triggered’ when specific conditions develop...”

(OECD(2002), page 254)

These are like “If...then...” scenarios or statements.

SDS / LA21s - Key sections (12)



Sustainability Action Plan

- “... is a framework of actions for achieving strategy objectives and targets. It states clearly how each action contributes to one or more given strategy objectives, and may suggest a relative priority rating (e.g. high, medium or low; or essential, important, desirable)....”

[SPECIFICS OF HOW, WHO, WHAT WHERE, WHEN ACTION ITEMS. INCLUDES A TIME-LINE WITH DETAILS OF ACTION TO BE TAKEN IN A GIVEN TIME PERIOD.]

(OECD(2002), page 255)

SDS / LA21s - Key sections (13)



Sustainability Institutional Plan

- “... covers the roles, partnerships and systems required to implement the strategy. This may include linkage between the...SDS and other strategic plans and between plans at different spatial levels: [international], national, sub-national, local, or for different sectors or geographical regions.
- It would identify which institutions are responsible for which parts of the strategy action plan, their degrees of freedom and where they have an obligation to defer to other stakeholders or strategy coordinators.
- It might also signal a rationale for streamlining institutions (especially where responsibilities overlap or conflict) or even propose the establishment of new institutions as necessary.....”

(OECD(2002), page 255)

Measuring sustainability (metrics) (1)

Sustainability metrics

There is an old saying that “What gets measured gets done.”

The same is true with sustainable development.

Thus, targets are integral to an SDS.

- Metrics are the cold, hard, facts of the SDS.
 - *“Progressing towards sustainable development implies that the objectives of increasing economic efficiency and material wealth must take into account social and environmental objectives. Explicit in the concept is a focus on inter-generational equity, implying that future generations should have opportunities similar to those now available. Sustainable development also puts emphasis on equity that applies both across and within countries.”*
- “Much of the effort to derive sustainable development indicators stems from dissatisfaction with measurement approaches based on purely economic concepts of wellbeing.” (OECD (2005), pages 2 and 5)

Measuring sustainability (metrics) (2)



Sustainability metrics, cont'd

The OCED has identified some of the more common ways for measuring SD:

Four types of indicators:

1. Enumerating indicators for each pillar

- “A popular measurement approach to sustainable development is to select and enumerate a number of indicators for each of the three dimensions – economic, environmental and social.” (OECD(2005) , page 2)

2. Core or headline indicators

- “...reduced sets of “core” or “headline” indicators...are more accessible and easily understood than longer shopping lists....
- The combined presentation of indicators from various disciplines allows key aspects of sustainable development to be communicated in a simple way.
- Are not designed to provide a full picture of economic-social-environmental relationships, but rather to capture key trends and draw attention to selected issues.
- ...are particularly useful in comparing countries and conducting peer reviews of performance and policies.” (OECD (2005), page 3)

Measuring sustainability (metrics) (3)



Sustainability metrics, cont'd

3. Decoupling Indicators

- “...are useful in helpingunderstand the interface between developments in two different spheres.
- In most cases, they compare the relative growth rates of environmental variables and economic variables.....
- Attractive in their simplicity and in their ability to highlight the contribution of technology and structural factors to environmental pressures.
- However, their simplicity is sometimes deceptive. Most environmental pressures are generated by multiple driving forces, which require complex modelling tools to understand.
- Another weakness of is that there are numerous environmental variables where the externalities are not linear.”

(OECD (2005), page 4)

Measuring sustainability (metrics) (4)



Sustainability metrics, cont'd

4. Accounting Frameworks

- “Although indicators are important for measuring progress towards sustainable development, they do not provide much insight into the interrelations among the various measures.
- Accounting approaches are useful in structuring statistics and examining dynamic rather than static pictures as well as in constructing broader frameworks for sustainable development measurement... (e.g. stock and flow accounts).
- Accounting frameworks to bring the three dimensions of sustainable development together simultaneously are still lacking.”

Measuring sustainability (metrics) (5)



Sustainability metrics, cont'd

5. Composite Indicators

- “...are synthetic indices of groups of individual indicators which are used to compare and rank countries [or companies] in areas such as environmental performance and sustainable development.
- ...are valued for their ability to integrate large amounts of information into easily understood formats for a general audience. They limit the number of statistics to be presented and allow for quick comparisons of country performance.
- However, there are serious questions regarding the accuracy and reliability of composites.
- Because their construction is not straightforward, they can provide misleading information, be manipulated to produce desired outcomes or lead to simplistic policy conclusions.”

SDS / LA21 in practice (ICLEI, Ch. 1, page 7)

Sustainable development is development that delivers basic environmental, economic, and social services to all without threatening the viability of the systems upon which these services depend.

WHO are your partners in service delivery? How will service users participate in planning?

WHAT services do people want?

WHAT is the capacity of existing service systems? Can these systems sustainably meet service demands?

HOW do service systems impact upon other social, economic, and environmental systems?

WHEN and how can sustainable service systems be established?

HOW will action plans be monitored and evaluated?

PARTNERSHIPS
Establish an organizational structure for planning by service providers and users.
Establish a shared community vision.

COMMUNITY-BASED ISSUE ANALYSIS
Identify the issues that must be addressed to achieve the community vision. Do detailed assessments of priority problems and issues.

ACTION PLANNING
Agree on action goals, set targets and triggers, and create strategies and commitments to achieve these targets.
Formalize into action plan.

IMPLEMENTATION AND MONITORING
Create partnership structures for implementation and internal management systems for municipal compliance.
Monitor activities and changes in services.

EVALUATION AND FEEDBACK
Do periodic performance evaluations using target-based indicators. Provide results to service providers and users. Repeat issue analysis and/or action planning processes at specified trigger thresholds. Celebrate and reward achievements!

TARGETS
A measurable commitment to be achieved in a specific time frame.

TRIGGERS
A commitment to take a specified action at a future date and/or in response to future conditions.

WHEN will further planning be required?

HOW will partners and users participate in implementation and evaluation?

SDS / LA21 in practice (2)



Questions and clarifications

SDS and Partnerships (public participation) (1)



- SD “...planning engages residents, key institutional partners, and interest groups, often known as “stakeholders,” in designing and implementing action plans.
- Planning is carried out collectively among these groups. It is organized so as to represent the desires, values, and ideals of the various stakeholders within the community, particularly local service users.
- ...remarkable variation in the types of stakeholders that different communities [organisations] have involved in planning.
- Create a “Stakeholder Group” to coordinate and oversee stakeholder involvement in planning.
- Typically, the first task of such a Stakeholder Group is to formulate a Community Vision which describes the community’s ideal future and expresses a local consensus about the fundamental preconditions for sustainability.”

(ICLEI, Chapter 1, page 6).

SDS and Partnerships (public participation) (2)

Types of Participation



Types of participation in local-level

1 Manipulative participation:

- Participation is simply a pretence.

2 Passive participation:

- People participate by being told what has been decided or has already happened. Information shared belongs only to external professionals.

3 Participation by consultation:

- People participate by being consulted or by answering questions. No share in decision-making is conceded and professionals are under no obligation to take on board people's views.

SDS and Partnerships (public participation) (3)

Types of Participation



Types of participation in local-level, cont'd

4 Participation for material incentives:

- People participate in return for food, cash or other material incentives. Local people have no stake in prolonging practices when the incentives end.

5 Functional participation:

- Participation is seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined project objectives.

(OECD (2005), page 180, Table 6.1)

SDS and Partnerships (public participation) (4)

Types of Participation



Types of participation in local-level, cont'd

6 Interactive participation:

- People participate in joint analysis, which leads to action plans and the formation or strengthening of local groups or institutions that determine how available resources are used. Learning methods are used to seek multiple viewpoints.

7 Self-mobilization:

- People participate by taking initiatives independently of external institutions. They develop contacts with external institutions for resources and technical advice but retain control over how resources are used.

SDS and Partnerships (public participation) (5)

Principles for multi-stakeholder processes

Principles for multi-stakeholder processes

- **Accountability**
- **Effectiveness**
- **Equity**
- **Flexibility**
- **Good governance**
- **Inclusiveness**
- **Learning**
- **Legitimacy**
- **Ownership**
- **Participation and engagement**
- **Partnership / cooperative management**
- **Societal gains**
- **Strengthening of (inter) governmental institutions**
- **Transparency**
- **Voices, not votes**

(OECD (2005), page 215, Box 6.23)

SDS and Partnerships (public participation) (6)

Community-based issues analysis (i)

Involving a community of people in an SDS typically involves two components:

- ***First, a process is established to gather and discuss the knowledge and wisdom of stakeholders about local conditions related to the SDS.***
- ***Second, technical assessments are undertaken to provide stakeholders with further information that may not readily be available to them. Popular knowledge and technical research are then reviewed together by the stakeholders. Using this information, they aim to establish a consensus....”***

(ICLEI, page 8)

SDS and Partnerships (public participation) (7)

Community-based issues analysis (ii)

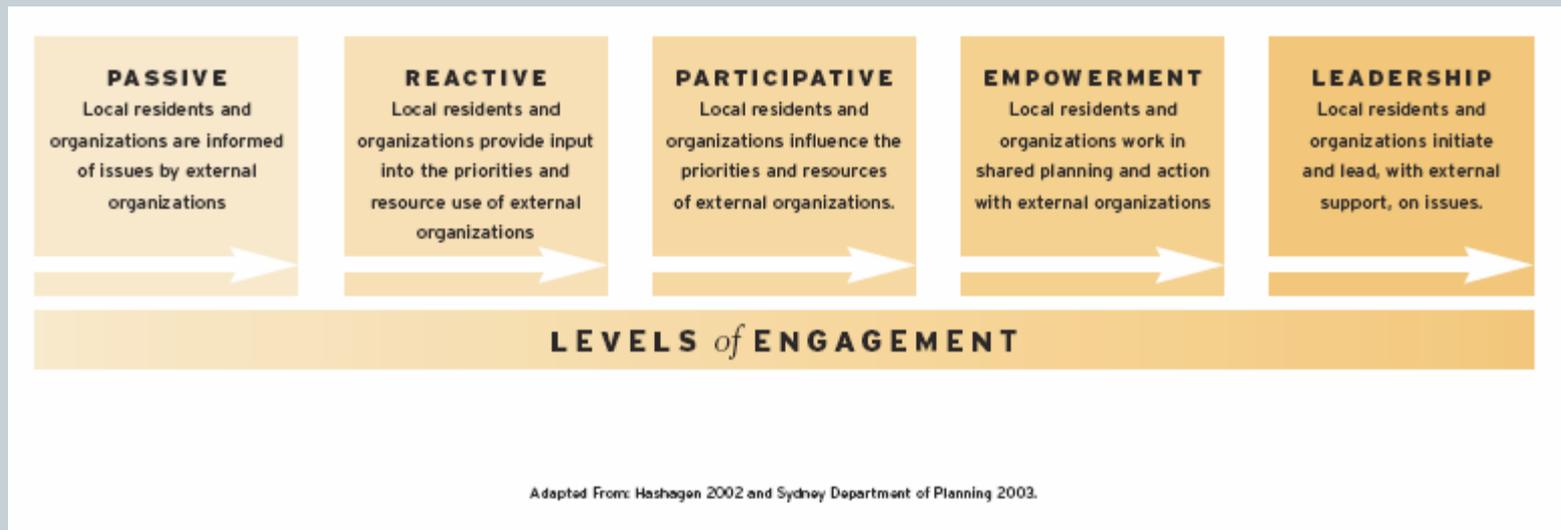
Community-based issues analysis provides two additional benefits:

- ***First, the process can help stakeholders to establish priorities for action....***
- ***[Second], The combined use of technical assessments and participatory issue analysis also permits stakeholders to establish “baseline” data and indicators against which progress and future changes in conditions can be measured.***
[Emphasis my own.]

(ICLEI, page 8)

SDS and Partnerships (public participation) (8)

Discuss Tamarack web-pages on *Phases of Collaboration*. (Tamarack (2002a))



SDS and Partnerships (public participation) (9)

Discuss Tamarack web-pages on *Phases of Collaboration*. (Tamarack (2003a))

INCREASING LEVEL OF PUBLIC IMPACT 

| INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|---|--|---|---|---|
| Objective | Objective | Objective | Objective | Objective |
| To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, or solutions | To obtain public feedback on analysis, alternatives, or decisions | To work directly with the public throughout the process to ensure that public and private concerns are consistently understood and considered | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution | To place final decision making in the hands of the public |
| Promise to the public | Promise to the public | Promise to the public | Promise to the public | Promise to the public |
| We will keep you informed | We will keep you informed, listen to and acknowledge your concerns, and provide feedback on how public input influenced the decision | We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision | We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible | To place final decision making in the hands of the public |

Source: IAP2 International Association for Public Participation.

SDS and Partnerships (public participation)(10)

Discuss Tamarack web-pages on *Phases of Collaboration*. (Tamarack (2003b))



Source: Adapted from IAP2 spectrum.

SDS and Partnerships (public participation)(11)

Discuss Tamarack web-pages on *Phases of Collaboration*.

Apply the values

VALUES

Courage

Inclusiveness

Commitment

Respect

Flexibility

Mutual Obligation

Practicability



Apply the principles

PRINCIPLES

1. Act for change

2. Agree on Values

3. Effective Communication

4. Develop and Commit to a Shared Vision

5. Representativeness

6. Accept that mutual learning is needed

7. Work towards the long-term goals

8. Base processes on negotiation, cooperation, and collaboration

Apply the criteria

CRITERIA

Ownership of process, commitment and involvement throughout

Equity, equality and trust

Include many Interests

Focus on Strategic Outcomes

Wide Representation

Openness and transparency

Appropriate scale and scope

Personal contact

Sufficient time and resources

SDS and Partnerships (public participation)(12)

Discuss Tamarack web-pages on *Phases of Collaboration*.

Planning

- Set clear aims and objectives for engagement activities.
- Start small and start early to allow adequate time for planning.
- Consider how to prioritize the views of one group over another. Make plans for giving feedback to individuals and communities at the outset and tell people how it will be done.
- Review and evaluate engagement strategies and approaches used.

Commitment

- Secure commitment from all those involved.
- Community engagement should be, and should be seen to be, a core activity.
- Tackle issues of real concern - get individuals and communities to help set issues for action.
- Be clear about the limitations of the overall strategy and each consultation activity.
- Avoid the risk of 'tokenism' by agreeing early in the process how the contribution of individuals and communities will be used.
- Promote success.

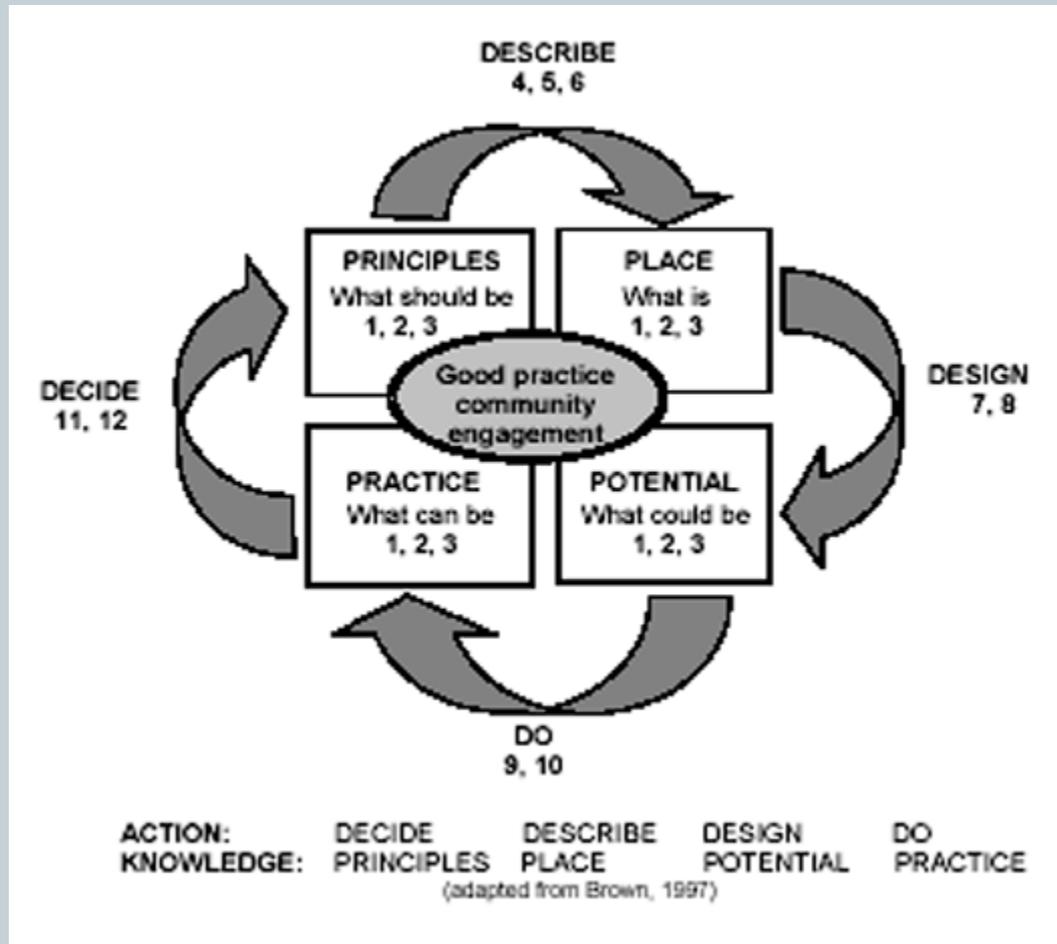
Inclusiveness

- Be open, accessible and approachable.
- Maximize the opportunities for participation by the community.
- Consider the most appropriate location and time for each engagement activity.
- Develop the skills and capacity of the community.
- Give individuals or communities the opportunity to oversee the introduction of the agreed developments or changes and involve them in the process of implementation.

(Tamarack (2002b))

SDS and Partnerships (public participation)(13)

Discuss Tamarack web-pages on *Phases of Collaboration*. (Tamarack (2004a))



SDS and Partnerships (public participation) (14)

Identifying Partners for Stakeholder and Working Groups (ICLEI, pp5-6).

WORKSHEET 1

IDENTIFYING PARTNERS FOR STAKEHOLDER AND WORKING GROUPS

| Potential Partners | Components of Sustainable Development | | |
|---|---|--|--|
| | 1 Community Development <ul style="list-style-type: none"> • housing • social services • public safety | 2 Economic Development <ul style="list-style-type: none"> • transportation • employment • tourism | 3 Ecosystem Development <ul style="list-style-type: none"> • pollution control • green space • waste management |
| A Community Residents <ul style="list-style-type: none"> • special groups of people (women, youth and indigenous people) • community leaders • households • teachers | | | |
| B Community-Based Organizations <ul style="list-style-type: none"> • coalitions • church groups • formal women's groups • traditional social groups • special interest groups | | | |
| C Independent Sector <ul style="list-style-type: none"> • non-governmental organizations • academia • media | | | |
| D Private/Entrepreneurial Sector <ul style="list-style-type: none"> • environmental service agencies • small business/cooperatives • banks | | | |
| E Local Government and Associations <ul style="list-style-type: none"> • elected officials • management staff • field/staff operations • regional associations | | | |
| F National/Regional Government <ul style="list-style-type: none"> • planning commission • utilities • service agencies • financial agencies | | | |

SDS and Partnerships (public participation) (15)

Sample Partner Checklist (ICLEI, pp 7).

CHECKLIST 1

| PARTNER SELECTION FOR SUSTAINABLE DEVELOPMENT PLANNING | |
|---|--|
| <input checked="" type="checkbox"/> | Ensure Representation of: |
| <input type="checkbox"/> | 1. Under-represented groups. |
| <input type="checkbox"/> | 2. Service users—those people who use and are affected by services. |
| <input type="checkbox"/> | 3. Service providers—those people who control and manage services or service systems. |
| <input type="checkbox"/> | 4. Parties with a particular expertise related to the relevant services or issues. |
| <input type="checkbox"/> | 5. Parties whose interests are affected by the service and the service system. |
| | In Selecting Partners Consider: |
| <input type="checkbox"/> | 1. The scope of work to be undertaken by the partners. |
| <input type="checkbox"/> | 2. The involvement of a critical mass of organizations and individuals who have the political will to take action. |
| <input type="checkbox"/> | 3. The degree of inclusiveness you hope to achieve. |
| <input type="checkbox"/> | 4. The skills, knowledge, and experience that different individuals or organizations can contribute. |
| <input type="checkbox"/> | 5. The inclusion of parties who will need to be involved in the implementation of any plan. |
| <input type="checkbox"/> | 6. The inclusion of organizations or individuals with credibility within their own constituencies. |

Canada's first Federal SDS in 2010: A brief case study of its goals (1).



In March 2010, the Government of Canada released its first-ever draft Federal SDS and invited public comments on the draft (see: Environment Canada).

Elements of a national SDS

- a) Integration of economic, social and environmental objectives, and balance across sectors, territories and generations;*
- b) Broad participation and effective partnerships;*
- c) Country ownership and commitment;*
- d) Developing capacity and enabling environment;*
- e) Focus on outcomes and means of implementation.*

(OECD (2005), page 36, Box 3.2)

Canada's first Federal SDS in 2010: A brief case study of its goals (2).



CIELAP, over the past 3 months, has reviewed this document in tandem with various SDS planning documents in its process for providing detailed comments on this SDS.

- **The four Areas of Focus outlined in the Canadian Federal SDS are:**

I. Addressing Climate Change and Air Quality ;

II. Maintaining Water Quality and Availability;

III. Protecting Nature; and

*IV. Shrinking the Environmental Footprint –
Beginning with Government.*

(Environment Canada, pages 7 to 9)

Canada's first Federal SDS in 2010: A brief case study of its goals (3).



Based on the OECD's "Elements of a national SDS", you should be able to determine if the GovCan's 'Four Areas' meet the basic criteria of an SDS?

Yes or no? Why or why not?

Read CIELAP's comments on Canada's draft FSDS (see the web-link under "Esakin" in the references...).

Final reflections on SDS / LA21



Break out groups:

1) Sketch out the key sections required in an SDS; and

2) Clarify who SDS are developed alongside (hint: partners...?).

*Sustainable Development Strategies
(SDS) – Local Agenda 21 (LA21)*

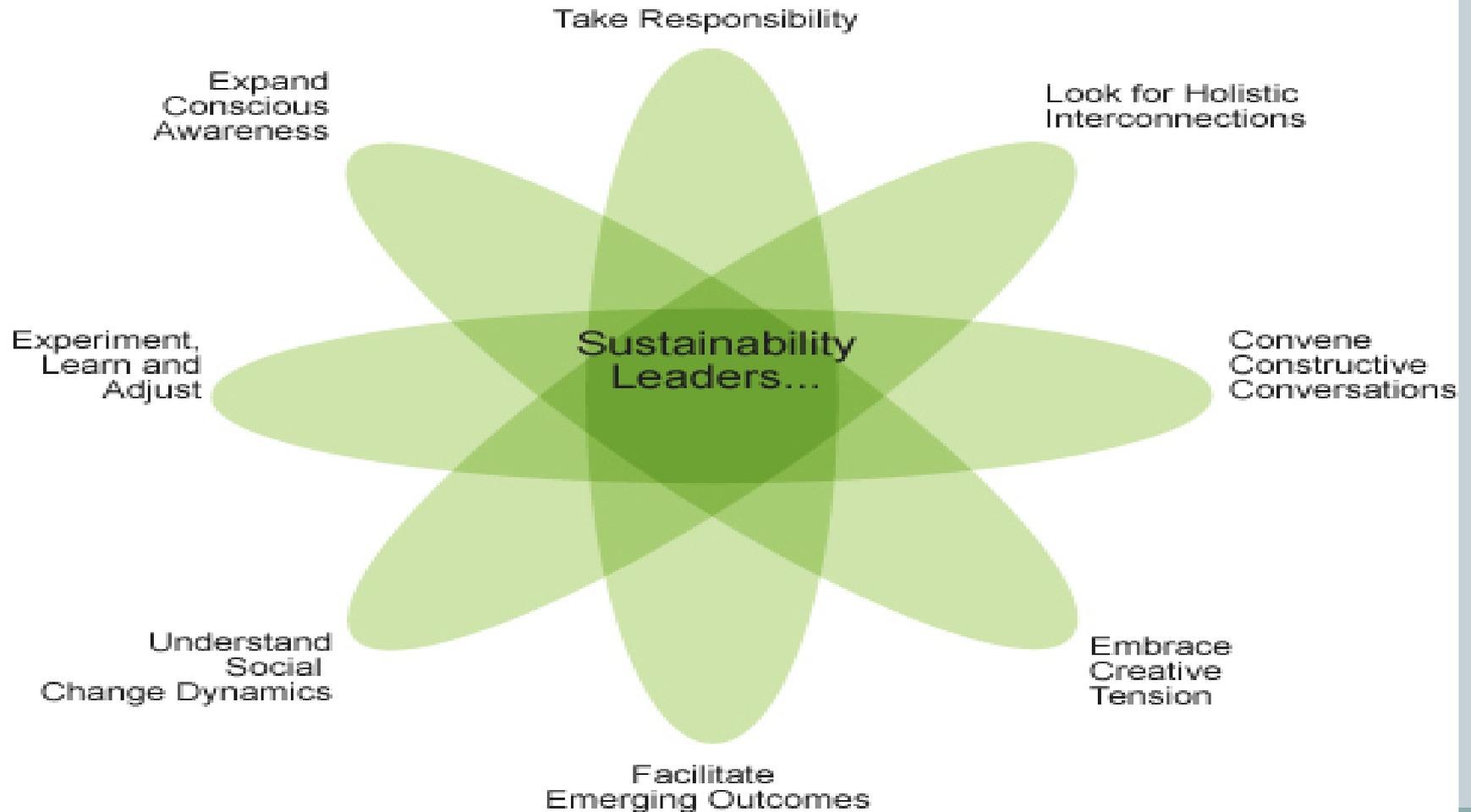


*Final Reflections/
Q&A / critique of...
our classes.*



Thank you....!

Sustainability Leadership Relational Model



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