

Strategic Leadership For Sustainable Societies

J. Paunkovic and N. Paunkovic

**Faculty for Management Zajecar
Serbia**

Defining sustainable development

- It is now understood that sustainable development is a process of adaptive management and systems thinking requiring creativity, flexibility and critical reflection

Defining sustainable development

- SD has been defined as development that meets the needs of the present generations without compromising the ability of future to meet their own needs
- Creating a sustainable future, economically, socially and environmentally requires governments, society, organizations and individuals to rethink how we use our resources, how we interact, and what we want to achieve.

Sixth Environmental Action Program- EAP

EU environmental policy framework - EAP

integrated sustainable development as the core concept of all EU policies (*Environment 2010: Our future our choice 2001*).

"A healthy environment is essential to long term prosperity and quality of life and citizens in Europe demand a high level of environmental protection.

Future economic development and increasing prosperity will put pressure on the planet's capacity to sustain demands for resources or to absorb pollution.

At the same time, **high environmental standards** are an engine for innovation and business opportunities.

Overall, society must work to de-couple environmental impacts and degradation from economic growth. Business must operate in a more eco-efficient way, in other words producing the same or more products with less input and less waste, and consumption patterns have to become more sustainable"

Sustainable development in Serbia

- December 2004 - **National Assembly of the Republic of Serbia** adopted a set of environmental protection laws in line with the EU Directives ,significant step forward to harmonizing with the European Standards regulating environmental protection.
- Initial work has been done on drafting the National sustainable development strategy
- May 26th 2005 - **National Conference of Local Sustainable Development in Belgrade**, adopted Local sustainable development strategy paper

Sustainable development in Bulgaria

- The Government of Bulgaria has endorsed **Agenda 21**, at the 1992 Rio United Nations Conference on Environment and development
- It is currently being implemented under the coordination of a **National Commission for Sustainable Human Development** chaired by the Deputy Prime Minister

“Social marketing” methods

- Although strategies of sustainable development have been successfully presented at government level, in neighbouring Serbian and Bulgarian municipalities Zajecar and Vidin there is still a general lack of awareness about sustainability at all levels, and inadequate coordination among possible implementing subjects including general public, municipal officers, NGOs, professional association and, more importantly, among legislators and key-decision makers
- It is essential that social marketing of sustainable development become a collective effort involving environment and sustainable development professionals along with specialists in marketing management and communication.

Sustainable Development Methodology

- **SIGMA** project “Sustainability Integrated Guidelines for Management” launched in 1999 by the British Standards Institution Forum for the Future, AccountAbility UK Department of Trade and Industry (DTI) and
- **The Natural Step** framework -guiding methodology for introduction of SD

SIGMA Management Framework

- **Leadership and Vision**

Define the vision for sustainability and ensure leadership support for it, identify stakeholders, formulate the organization's long-term SD mission, ensure that the organizational culture is supportive

- **Planning**

Decide what needs to be done to improve performance, identify and prioritize the organization's key sustainability issues, develop strategic plans to deliver the organization's vision and address its key sustainability issues.

- **Delivery**

Improve performance, ensure that identified actions, impacts and outcomes and legal and self-regulatory requirements are managed and appropriate internal controls are in place.

- **Monitor, Review and Report**

Check that performance is improving and communicate the results

The TNS Framework

- Methodology developed by **The Natural Step**.
- The Natural Step is an international organization that helps organizations move strategically toward sustainability. It enables organizations to create optimal strategies for dealing with the present-day situation, by incorporating a perspective of a sustainable future. It is used by over 100 organizations, including many global corporations in Europe and the United States
- The steps in the **planning process** are:
 - understanding and discussing the system conditions for sustainability,
 - describing and discussing how the company relates to the system conditions in today's situation,
 - creating a vision of how the company will fulfil its customers needs in the future while complying with the system conditions,
 - and specifying a program of actions that will take the company from today's situation to the future vision

Program activities

- The aim of the educational part of the program for each participant is to:
- Have an understanding of widely applicable framework for sustainable development and be able to apply the framework, in a range of situations,
- for an analysis of problems as well as creation of solutions;
- to develop enhanced leadership capabilities and the ability to inform and empower through an improved awareness of organizational and personal learning as well as improved presentation, facilitation and coaching skills.

Program activities

STRATEGIC VISIONING CONFERENCE

- Top level Meeting for Municipality Officials
- Top level Business Meeting

TRAINING OF TRAINERS

WORKSHOPS FOR PROFESSIONS

DEVELOPMENT OF PILOT PROJECTS FOR IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT IN ORGANIZATIONS

IMPLEMENTATION OF PILOT PROJECTS FOR SUSTAINABLE DEVELOPMENT IN SELECTED ORGANIZATIONS

FINAL CONFERENCE

- Top level Meeting for Municipality Officials
- Top level Business Meeting
- Exhibitions

STRATEGIC VISIONING CONFERENCE

- The initial step
- The **goal** is to present the main concepts of sustainable development to Policy makers and Opinion leaders in municipalities and business communities and raise awareness of general public in neighbouring communities in Serbia and Bulgaria.
- **Presentations** are based on these interrelated themes:
 - Principles of sustainability.
 - The business benefits of sustainable development
 - Action planning
- **Expected outcome** of the conference is to disseminate effective messages about sustainable development and create shared strategic vision and compelling aspirations within the framework of sustainable society in Serbian and Bulgarian municipalities.

TRAINING OF THE TRAINERS

- “Training of the Trainers” is organized in cooperation with European Universities and institutions with experience in education and implementation of sustainable development (The Natural Step, SIGMA, Professional Practice for Sustainable Development (PP4SD)).
- The training structure is based on framework developed by Martin and Hall in 2002.

WORKSHOP FOR PROFESSIONS

- Trainers who complete training in sustainable development will be requested to develop original educational platform, for certain business enterprises, based on the same shared principles and to deliver one or two day Workshops for professionals adopted to meet the needs of their specific audience including intercultural management principles.
- Workshops for professions will be organized for members of management teams from: industry, tourism, agro business, education, health, and communications, entrepreneurs municipal officers, NGOs.
- Participants of this course will be responsible for delivering the concept of sustainability and development of projects for implementation of sustainable development in their own organizations and will significantly contribute to multiplying effect.

DEVELOPMENT OF PILOT PROJECTS FOR IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT IN ORGANIZATIONS

- Expert team will serve to support organizations interested in adopting sustainable development practice into their management framework.
- Additional education in SIGMA Management framework for sustainable development will be organized for participants from these organizations.
- At the same time expert team will support development of particular projects for implementation of sustainable development measures in interested organizations.

IMPLEMENTATION OF PILOT PROJECTS FOR SUSTAINABLE DEVELOPMENT IN SELECTED ORGANIZATIONS

- Support will be provided for some small scale pilot programs developed in previous phase of the project.
- Following activities in organizations will be considered for funding:
measures to promote energy and water saving, efficient waste management, to adapt rationalization of consumption and encourage usage renewable resources in the facilities, and measures to promote healthy life styles.

FINAL CONFERENCE

- Organized on the same “Social marketing” principles developed for Strategic Visioning Conference.
- An important purpose in raising public awareness for sustainability
- The main activity of the conference will include:
 - Media presentation** of the Project activities
 - Exhibitions** of Sustainable Development implementation projects

DISCUSSION

- Although both Serbian and Bulgarian governments have adopted laws that are in line with the EU Directives and made a significant step forward to harmonizing with the European Standards regulating environmental protection, municipalities in neighbouring districts Zajecar and Vidin are not currently equipped - in material or human resources - to plan for sustainable development and participate in this worldwide movement to formulate action plans, avert environmental devastation, and assure the long-term viability and stability of societies.
- Municipalities still suffer from the lack of contemporary strategic planning mechanisms

DISCUSSION

- The **aim** of this project is to educate policy makers, municipal officers and elected officials, as well as NGO staff directly responsible for local sustainable development planning and implementation.
- Internationally recognized Sustainable Development Management Framework is used to facilitate process of de-coupling environmental impacts and degradation from economic growth and to advance innovation and business to operate in more eco-efficient way.
- Numerous organizations in both Serbia and Bulgaria, in fields of industry, tourism, agro business, education, health, communications, press, entrepreneurship will benefit from the implementation of highly structured and practical management system and defined methodology for sustainable development interventions.

DISCUSSION

- Faculty for Management Zajecar by developing educational part of the program will make a substantial contribution to a network of practitioners in sustainable development who will be able to implement their knowledge in their own organizations
- **Additional outcomes** of this program will be public awareness campaign on both sides of the border, information and experience exchanges between Serbian and Bulgarian partners, bilateral visits; support for Serbian- Bulgarian business partnership network; joint project development and representation of the interests of the entrepreneurs in the target sectors.

REFERENCES

- Baines, J., J. Brannigan, and S. Martin, 2001. Professional Partnerships for Sustainable Development. London: Institution of Environmental Sciences.
- Checkland, P., 1999. Systems Thinking, Systems Practice. Chichester: Wiley
- Martin, S. 2002. "Sustainability, Systems Thinking and Professional Practice". Planet, 4: 20-21.
- Martin, S. and A. Hall, 2002. "Sustainable Development and the Professions". Planet, 3: 17-18.
- Martin, S., J. Cohen, and M. Martin, 2004. Opportunities for sustainable development in the learning and skills sector: a policy analysis. London: The Learning and Skills Development Agency.
- Porritt, J., 2000. Playing Safe: Science and the Environment. London: Thames & Hudson.
- Sida, 1998. Care of the Environment - Sida's Programme for Sustainable Development, Sida, Stockholm.
- Sida, 1997. Poverty Reduction. Sida's Programme for Reducing Poverty, Sida., Stockholm.
- DfES, 2003. Sustainable Development Action Plan for Education and Skills. 23 September, 2003. <http://www.dfes.gov.uk/sd/action.shtml> (10 November 2004).
- Essence, 2001. Thematic Network of Environmental Sciences. <http://essence.gx.nl/servlet/nl.gx.vsnu.client.http.ShowObject?id=1238> (25 August, 2004).
- SIGMA, 2003. The Sigma Guidelines. Putting Sustainable Development into Practice - A Guide for Organisations. <http://www.projectsigma.com>. 23 September, 2003. (10 November, 2004).
- World Bank, Washington D.C., 2000. Reducing Vulnerability to Environmental Variability.
- World Bank, 2001a. World Development Indicators 2001. Washington D.C.
- World Bank, 2001b. World Development Report 2000/2001 - Attacking Poverty. New York, Oxford, University Press.
- World Bank, 2001c. Making Sustainable Commitments - an Environment Strategy for the World Bank, Washington D.C.
- World Resources Institute, World Resources, 2001-01, World Resources Institute, New York.
- Environmental strategy/ plan of action <http://www.worldbank.org/data/wdi2001/pdfs/tab314.pdf>
- <http://www.sedac.ciesin.org/entri/summaries-menu.html>
- Commitment to implement Kyoto protocol (1999) http://www.wri.org/wr-00-01/pdf/ac1n_2000.pdf
- Sustainable development (index) <http://www.unep.ch/earthw/indicat.htm>