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# You COME

## From EGO to ECO



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# Introduction

Humans are at the center of global climate change causing environmental pollution that leads to a climate breakdown; moreover, social factors are identified as key to effectively responding to current challenges.

The population should move from a “do nothing today” mindset to a regenerative shift of a “sustainability concept” mindset.

The Sustainable Development Goals (SDGs) aim to transform our world. They are a call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice and prosperity. It is critical that no one is left behind. These Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet.

In 2015, all the countries in the United Nations adopted the 2030 Agenda for Sustainable Development. It sets out 17 Goals, which include 169 targets. These wide-ranging and ambitious Goals interconnect and integrated—they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability. The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet.

Most of the Goals also have some direct health targets. All of them have indicators by which progress can be measured.

The 2030 Agenda and its Goals offer a comprehensive vision for sustainable development that:

- Is global, rather than limited to “developing” countries
- Is based on values such as equity and respect for human rights;
- Relies on approaches such as sustainable financing, scientific research and innovation, and monitoring and evaluation;
- Requires a new way of working, involving intersectoral action by multiple stakeholders;
- Aims to strengthen health systems towards universal health coverage (UHC).

The SDGs establish a blueprint for global citizens to work together to build a better world, for it is only by working collectively—across borders and disciplines and with community partners—that these goals might be achieved. Through research, teaching and learning, community engagement, and global collaborations.

Countries have committed to prioritize progress for those who’re furthest behind. The SDGs are designed to end poverty, hunger, AIDS, and discrimination against women and girls. The creativity, knowhow, technology and financial resources from all of society is necessary to achieve the SDGs in every context.

<http://www.blog.ottoscharmer.com/?p=557>



**Hi, my name is SDG,  
which stands for Sustainable Development Goals.**

**I'm not a character from a book, but rather a set  
of 17 goals aimed to be achieved by the year 2030.**

**I'm here to help you learn more about the  
SDGs and how you can contribute to achieving them.**

**Let's Start!**



# What is Sustainable Development?

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

Sustainable development is not just about the environment but it is also ensuring a strong, healthy, and just society. This means meeting the diverse needs of all people in existing and future communities.

In 2016, Nelson Mandela said: “Education is the most powerful weapon which you can use to change the world”. Humans are facing grave social and environmental problems in this world to get over these problems; they should develop critical, creative thinking, problem-solving skills, etc. to make a positive change that helps to overcome the economic, social, and environmental crisis. By spreading awareness, all people around the world can achieve sustainable development. For example, it can be achieved by restricting human activities, making an effective input in technological development, paying attention to the rate of consumption to no exceed the rate of salvation, using natural resources in a sensible way, using renewable resources in a conscious way, etc.



# Brief outline of the SDG framework

Following the Rio+20 conference, the UN General Assembly adopted Resolution 66/288, 'The Future We Want', on 27 July 2012, laying the foundation for the 2030 Agenda for Sustainable Development (UN-GA 2012). The adoption of the 2030 Agenda by the UN General Assembly followed on 25 September 2015 (UN-GA 2015). The SDGs have been in effect since 1 January 2016, and all UN member states are expected to refer to them in policymaking and to achieve the 169 targets by 2030 (UN-SDSN 2015b). Until then, regular voluntary national reviews (VNRs) are conducted by all UN member states "to facilitate the sharing of experiences, including successes, challenges, and lessons learned, with a view to accelerating the implementation of the 2030 Agenda" (UN-DSDG 2017b). All VNRs are reported to the High-Level Political Forum on Sustainable Development and made publicly available (UN-DESA 2018). Common challenges, gaps, achievements, and lessons learned are subsequently reported in synthesis reports by the UN Economic and Social Council and the Division for Sustainable Development Goals (UN-DSDG 2017a). The 17 SDGs are intended to stimulate action in the key areas of people, planet, prosperity, peace, and partnerships, and thereby address the three dimensions – economic, social, and ecological – of sustainable development. Although they are not legally binding, all UN member states are expected to take ownership of them and to contribute to their achievement (UN 2017). However, the UN also recognizes each country's "specific challenges to achieve sustainable development, and [...] the special challenges facing the most vulnerable countries" (UN-GA 2015). These guiding principles of the SDGs are summarized by the UN as follows: The Sustainable Development Goals and targets are integrated and indivisible, global in nature and universally applicable, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. Targets are defined as aspirational and global, with each Government setting its own national targets guided by the global level of ambition but taking into account national circumstances. Each Government will also decide how these aspirational and global targets should be incorporated into national planning processes, policies and strategies. (UN-GA 2015).

the future we want →



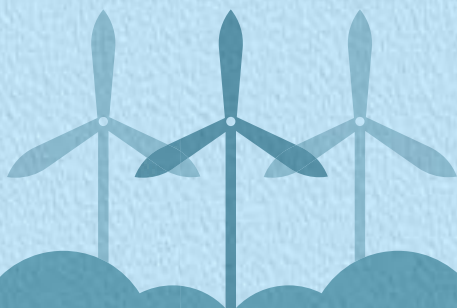
# Localization of SDGs

Within the SDG framework it is increasingly understood that, since most responsibilities for achieving the SDGs lie at the local level, regional governments and subnational contexts must be more strongly taken into account – a process referred to as localization of the SDGs (UNDP et al. 2015; Global Taskforce of Local and Regional Governments 2016; UCLG 2017). Based on consultations with over 5,000 stakeholders from over 80 countries, the Global Task Force of Local and Regional Governments, United Nations Development Programme, and UN-Habitat conclude that integrated multi-level and multi-stakeholder approaches including local, regional, and national governments as well as stakeholders are needed for the implementation of the SDGs at the local level to ensure ownership and commitment and to promote transformative agendas (Global Taskforce of Local and Regional Governments 2016). To this end, the initiative Localizing the SDGs made five recommendations (Global Taskforce of Local and Regional Governments 2016): 1. Develop a set of localized indicators, specific to each territory. 2. Ensure that the information gathered by the local and regional governments is used in national monitoring and reporting. 3. Enable the participation of local and regional governments and stakeholders in the review of national plans. 4. Use SDG indicators to monitor and assess local or regional plans. 5. Ensure that local achievements are recognized and part of the national SDG progress reports. Although current efforts mainly aim at awareness-raising, advocacy, implementation and monitoring with a focus on SDG 11 (sustainable cities and communities), these efforts are also indicative for future applications and implementations of the SDG framework with a sharpened awareness of the spatial dimension of sustainable development. Therefore, insights gained in analyzing how SDG targets and indicators can be localized also provide valuable insights for subnational mountain regions. These recommendations also emphasize the need for multilevel approaches, since local as well as regional information flows are required to achieve the 2030 Agenda.



**Let's take a look  
at how we're driving positive  
change to the world with the 17 SDGs.**

**It's time to make an impact!**



# 17 Sustainable Development Goals (SDGs)

In 2015, the United Nations General Assembly set up a collection of 17 interlinked global goals designed to be a “shared blueprint for peace and prosperity for people and the planet, now and into the future” and intended to be achieved by 2030.

The SDGs are an urgent call for action by all developed and developing countries in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. Every year, the UN Secretary General presents an annual SDG Progress report, developed in cooperation with the UN System, based on the global indicator framework and data produced by national statistical systems and information collected at the regional level.

## The 17 Goals are:





# 1- No Poverty

- By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.
- By 2030, reduce at least by half the proportion of men, women, and children of all ages living in poverty in all its dimensions according to national definitions.
- Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.
- By 2030, ensure that all men and women, in particular, the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services, including microfinance.
- By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters.
- Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programs and policies to end poverty in all its dimensions.
- Create sound policy frameworks at the national, regional, and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.

<https://www.un.org/development/desa/disabilities/envision2030-goal1.html>





## 2- Zero Hunger

- By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round.
- By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and, older persons.
- By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.
- By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters, and progressively improve land and soil quality.
- By 2020, promote access to and fair and equitable sharing of benefits resulting from the utilization of genetic resources and associated traditional knowledge, as per an international agreement. This goal includes maintaining the genetic diversity of seeds, cultivated plants, farmed and domesticated animals, and their related wild species.
- Increase investment, including through enhanced international cooperation, in rural, infrastructure, agricultural research with extension services, technology development, plant, and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular, least developed countries.
- In accordance with the mandate of the Doha Development Round, correct and prevent trade restrictions and distortions in global agricultural markets, including by the simultaneous elimination of all forms of agricultural export subsidies and all export measures having equal effect.
- Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility.

<https://www.un.org/development/desa/disabilities/envision2030-goal2.html>  
[envision2030-goal1.html](https://www.un.org/development/desa/disabilities/envision2030-goal1.html)





## 3- Good health and Wellbeing

- By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
- By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
- By 2030, end the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases, combat hepatitis, water-borne diseases, and other communicable diseases.
- By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
- Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.
- By 2020, halve the number of global deaths and injuries from road traffic accidents.
- By 2030, ensure universal access to sexual and reproductive healthcare services, including for family planning, information, education, and the integration of reproductive health into national strategies and programs.
- Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services, and access to safe, effective, quality, affordable essential medicines and vaccines for all.
- By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.
- Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate.
- Support the research and development of vaccines and medicines for the diseases that primarily affect developing countries. Provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, in particular, provide access to medicines for all.
- Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and Small Island developing States.
- Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction, and management of national and global health risks.

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<https://www.un.org/development/desa/disabilities/envision2030-goal3.html>



## 4- Quality Education

- By 2030, ensure that all girls and boys complete free, equitable, and quality primary and secondary education leading to relevant and effective learning outcomes.
- By 2030, ensure that all girls and boys have access to quality early childhood development, care, and pre-primary education so that they are ready for primary education.

- By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.
- By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations.
- By 2030, ensure that all youth and a substantial proportion of adults, both men, and women, achieve literacy and numeracy.
- By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
- Build and upgrade education facilities that are child, disability, and gender sensitive and provide safe, non-violent, inclusive, and effective learning environments for all.
- By 2020, substantially expand globally the number of scholarships available to developing countries, in particular, least developed countries, Small Island developing States and African countries, for enrolment in higher education, including vocational training, information, communications technology, technical, engineering and scientific programs, in developed countries, and other developing countries.
- By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and Small Island developing States.

<https://www.un.org/development/desa/disabilities/envision2030-goal4.html>



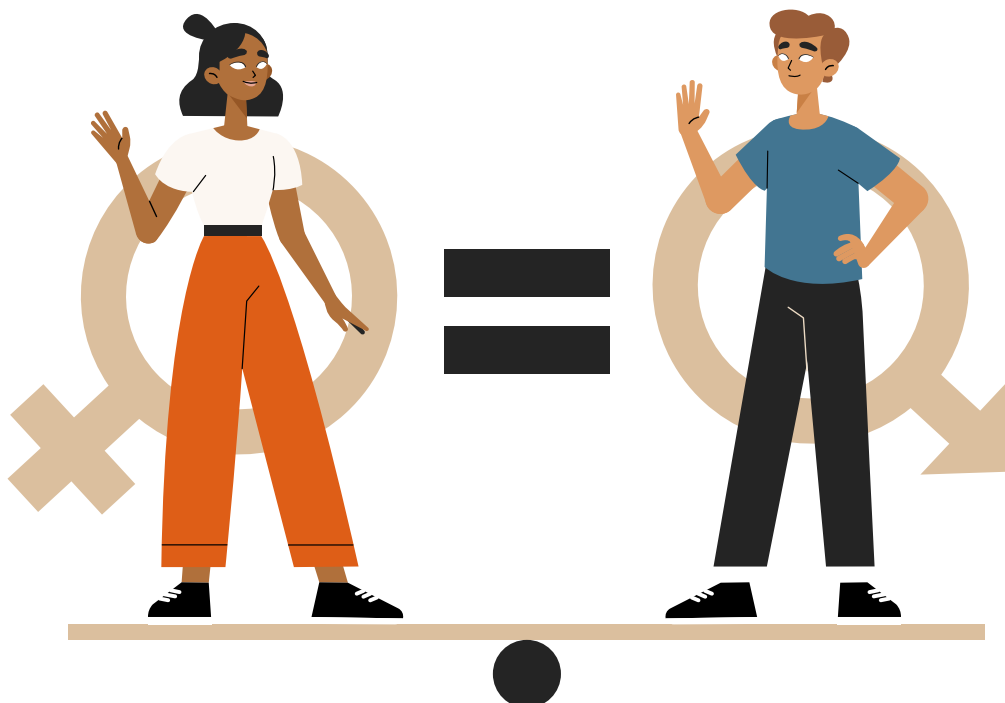




## 5- Gender Equality

- End all forms of discrimination against all women and girls everywhere.
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking, sexual, and other types of exploitation.
- Eliminate all harmful practices, such as child, early and forced marriage, and female genital mutilation.
- Recognize and value unpaid care and domestic work through the provision of public services, infrastructure, social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate.
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
- Ensure universal access to sexual, reproductive health, and reproductive rights as agreed in accordance with the Program of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership, and control over land and other forms of property, financial services, inheritance, and natural resources, in accordance with national laws.
- Enhance the use of enabling technology, in particular information and communications technology to promote the empowerment of women.
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

<https://www.un.org/development/desa/disabilities/envision2030-goal5.html>





## 6- Clean Water and Sanitation

- By 2030, achieve universal and equitable access to safe and affordable drinking water for all.
- By 2030, achieve access to adequate, equitable sanitation, and hygiene for all. Moreover, ending open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.
- By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing the release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse globally.
- By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
- By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.
- By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes.
- By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programs, including water harvesting, desalination, water efficiency, wastewater treatment, recycling, and reuse technologies.
- Support and strengthen the participation of local communities in improving water and sanitation management.

<https://www.un.org/development/desa/disabilities/envision2030-goal6.html>

<https://sustainabledevelopment.un.org/content/documents/972embedding-environments-in-SDGs-v2.pdf>





## 7- Affordable and Clean Energy

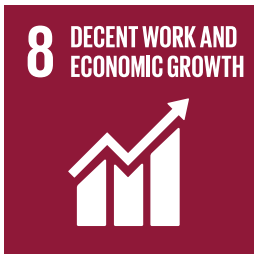
By 2030,

- Ensure universal access to affordable, reliable and modern energy services.
- Increase substantially the share of renewable energy in the global energy mix.
- Double the global rate of improvement in energy efficiency.
- Enhance international cooperation to facilitate access to clean energy research and technology including renewable energy, energy efficiency, and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure, and clean energy technology.
- Expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all developing countries, in particular, least developed countries, Small Island developing States, and land-locked developing countries, in accordance with their respective programs of support.

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<https://www.un.org/development/desa/disabilities/envision2030-goal7.html>





## 8- Decent work and Economic Growth

- Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 percent gross domestic product growth per annum in the least developed countries.
- Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labor-intensive sectors.
- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead.
- By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- By 2020, substantially reduce the proportion of youth not in employment, education, or training.
- Take immediate and effective measures to eradicate forced labor, end modern slavery, and human trafficking, and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers. By 2025, end child labor in all its forms.
- Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular, women migrants, and those in precarious employment.
- By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.
- Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance, and financial services for all.
- Increase Aid for Trade support for developing countries, in particular, least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries.
- By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labor Organization.

<https://www.un.org/development/desa/disabilities/envision2030-goal8.html>



NEW WAVES OF  
COVID-19



RISING  
INFLATION



SUPPLY-CHAIN  
DISRUPTIONS



POLICY  
UNCERTAINTIES



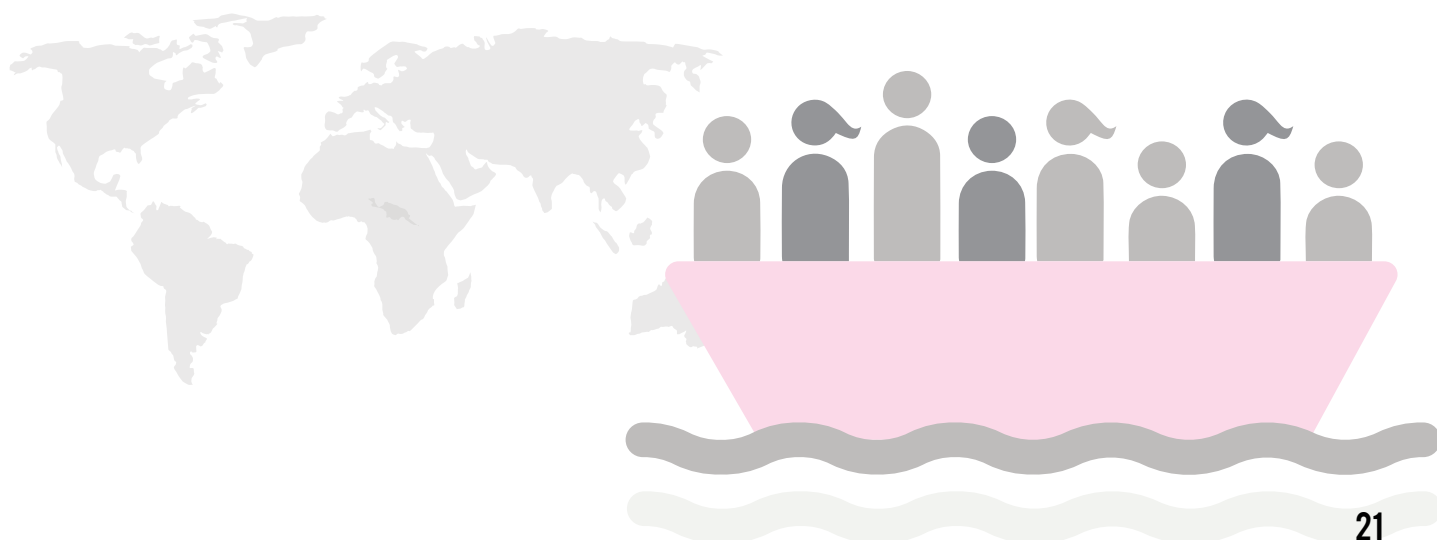
LABOUR MARKET  
CHALLENGES



## 10- Reduced Inequalities

- By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average.
- By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic.
- Ensure equal opportunity and reduce inequalities of the outcome by eliminating discriminatory laws, policies, and practices. In addition, promoting appropriate legislation, policies, and action in this regard.
- Adopt policies, especially fiscal, wage, and social protection policies, and progressively achieve greater equality.
- Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations.
- Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable, and legitimate institutions.
- Facilitate orderly, safe, regular, and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.
- Implement the principle of special and differential treatment for developing countries, in particular, least developed countries, in accordance with World Trade Organization agreements.
- Encourage official development assistance and financial flows; including foreign direct investment, to States where the need is greatest, in particular, least developed countries, African countries, Small Island Developing States, and landlocked developing countries, in accordance with their national plans and programs.
- By 2030, reduce to less than 3 percent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 percent.

<https://www.un.org/development/desa/disabilities/envision2030-goal10.html>





# 11- Sustainable Cities and Communities

- By 2030, ensure access for all to adequate, safe, affordable housing, and basic services, also upgrade slums.
- By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, and children, persons with disabilities, and older persons.
- By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning, and management in all countries.
- Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- By 2030, significantly reduce the number of deaths and the number of people affected, and substantially decrease the direct economic losses relative to the global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.
- By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal, and other waste management.
- By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular, for women, children, older persons, and persons with disabilities.
- Support positive economic, social, and environmental links between urban, per-urban, and rural areas by strengthening national and regional development planning.
- By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.
- Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.

<https://www.un.org/development/desa/disabilities/envision2030-goal11.html>





## 12- Responsible Consumption and Production

- Implement the 10-year framework of programs on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.
- By 2030, achieve sustainable management, and efficient use of natural resources.
- By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.
- By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil in order to minimize their adverse impacts on human health and the environment.
- By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.
- Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
- Promote public procurement practices that are sustainable, in accordance with national policies and priorities.
- By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.
- Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.
- Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.
- Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption. It can happen, by removing market distortions, in accordance with national circumstances, by restructuring taxation, and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities.

<https://www.un.org/development/desa/disabilities/envision2030-goal12.html>





## 13- Climate Action

- Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
- Integrate climate change measures into national policies, strategies, and planning.
- Improve education, awareness-raising, human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.
- Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible.
- Promote mechanisms for raising capacity for effective climate change-related planning and management in the least developed countries and Small Island developing States, including focusing on women, youth, local, and marginalized communities.

<https://www.un.org/development/desa/disabilities/envision2030-goal13.html>







## 14- Life Below Water

- By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.
- By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.
- Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels.
- By 2020, effectively regulate harvesting and end overfishing, illegal, unreported, and unregulated fishing, and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics.
- By 2020, conserve at least 10 percent of coastal and marine areas, consistent with national and international law and based on the best available scientific information.
- By 2020, prohibit certain forms of fisheries subsidies, which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported, and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation.
- By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture, and tourism.
- Increase scientific knowledge, develop research capacity, and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular Small Island developing States and least developed countries.
- Provide access for small-scale artisanal fishers to marine resources and markets.
- Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want.

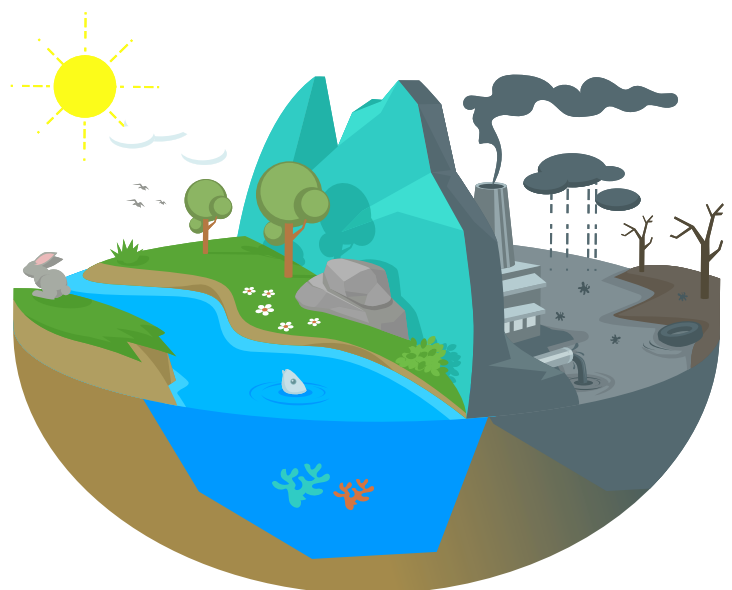
<https://www.un.org/development/desa/disabilities/envision2030-goal14.html>





## 15- Life on land

- By 2020, ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular, forests, wetlands, mountains, and drylands, in line with obligations under international agreements.
- By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.
- By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought, floods, and strive to achieve a land degradation-neutral world.
- By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development.
- Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity, by 2020, protect, and prevent the extinction of threatened species.
- Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed.
- Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both the demand and supply of illegal wildlife products.
- By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.
- By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies, and accounts.
- Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.
- Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation.
- Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities.





## 16- Peace, Justice, and Strong Institutions

- Significantly reduce all forms of violence and related death rates everywhere.
- End abuse, exploitation, trafficking, and all forms of violence against and torture of children.
- Promote the rule of law at the national and international levels and ensure equal access to justice for all.
- By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.
- Substantially reduce corruption and bribery in all their forms.
- Develop effective, accountable, and transparent institutions at all levels.
- Ensure responsive, inclusive, participatory, and representative decision-making at all levels.
- Broaden and strengthen the participation of developing countries in the institutions of global governance.
- By 2030, provide legal identity for all, including birth registration.
- Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.
- Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.
- Promote and enforce non-discriminatory laws and policies for sustainable development.

<https://www.un.org/development/desa/disabilities/envision2030-goal16.html>





## 17- Partnerships for Goals

- Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.
- Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 percent of ODA/GNI to developing countries and 0.15 to 0.20 percent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 percent of ODA/GNI to least developed countries.
- Mobilize additional financial resources for developing countries from multiple sources.
- Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief, and debt restructuring, as appropriate, and addressing the external debt of highly indebted poor countries to reduce debt distress.
- Adopt and implement investment promotion regimes for least developed countries.
- Enhance North-South, South-South, and triangular regional and international cooperation on, access to science, technology, and innovation, and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism.
- Promote the development, transfer, dissemination, and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed.
- Fully operationalize the technology bank and science, technology, and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology.
- Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation.
- Promote a universal, rules-based, open, non-discriminatory, and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda.
- Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries of global exports by 2020.
- Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access.

- Enhance global macroeconomic stability, including through policy coordination and policy coherence.
- Enhance policy coherence for sustainable development.
- Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development.
- Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.
- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
- By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.
- By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity building in developing countries.

<https://www.un.org/development/desa/disabilities/envision2030-goal17.html>





# Criteria for Embedding Environmental Sustainability in SDGs

Up to this point, this Paper has described the type of goals and targets that would make up an “integrated approach” for structuring SDGs. How then can we ensure that these goals and targets embed environmental sustainability? How can we draw on experience with current environmental objectives to help with this task? Based upon the lessons discussed in Sections 2 (“Experience with Global Environmental Goals”), the following criteria are given as a guide for embedding environment in SDGs. The criteria can be used for either assessing or deriving goals and targets. While these criteria were developed with environmental sustainability in mind, they also apply in some cases to the social and economic dimensions of sustainable development.

## Overview of Suggested Criteria

The six criteria are:

- I. Strong linkage with developmental goals.** Within the SDGs environmental issues should be strongly linked to socio-economic developmental issues. The SDGs should “incorporate in a balanced way all three dimensions of sustainable development and their inter-linkages” (Rio+20 Outcome Document). Perhaps the most fruitful way to couple environment and socio-economic development within the SDGs is to formulate integrated goals and targets, as previously described.
- II. Decoupling of socio-economic development from escalating resource use and environmental degradation.** Goals and targets should be formulated to promote the decoupling of socioeconomic development from unsustainable depletion of resources and increasing environmental impact.
- III. Coverage of critical issues of environmental sustainability such as important irreversible changes in the global environment.** The final set of selected goals and targets should cover as many critical environmental sustainability issues (current and imminent) as possible. Priority should be given to objectives that help avoid critical “irreversible” changes of the global environment.
- IV. Take into account current and global environmental goals and targets.** This can be done by: (a) using current goals and targets as a “ground floor” for new goals and targets; (b) incorporating a small number of important current goals and targets whose implementation can be accelerated if they are included in the SDGs.
- V. Scientifically credible and verifiable.** Goals and targets should be based on best scientific understanding and support should be available from the scientific community to monitor and implement them.
- VI. Progress must be “trackable”.** All goals should be backed up by specific and measurable targets and indicators.

## Explanation of Criteria

### **Criterion 1. Strong linkage with developmental goals.**

The Rio+20 Outcome Document suggests that developmental issues should be a strong guiding force for new SDGs and that biodiversity and ecosystem services are important to sustainable development. It follows that environmental sustainability within the SDGs should have a direct link to socioeconomic issues leading to greater wellbeing such as poverty eradication. In the same vein, individual environmental goals/targets under the SDG umbrella must be coupled and consistent with each other. As mentioned earlier, this is one of the strongest lessons coming from experience with existing environmental goals and targets.

### **Criterion 2. Decoupling of socio-economic development from escalating resource use and environmental degradation.**

In Section 7 ("Rationale and Overarching Vision") it was noted that a key to achieving environmental sustainability is to decouple the traditional relationship between socio-economic development and depletion of resources and increasing environmental impact. An important way to decouple this relationship is to increase resource efficiency along the entire production chain. Indeed, there is strong evidence that the potential is still huge for improving the efficiency of using energy, water, and production materials, including metals and other commodities. For example less than one-third of some 60 metals studied have an end-of-life recycling rate above 50 per cent, and 34 metals have a recycling rate below one per cent, including many valuable rare earths.

But decoupling cannot be achieved by just improving technical efficiency since there are upper limits to these improvements and they can occasionally even stimulate higher consumption. To be effective these improvements need to be accompanied by shifts to more sustainable consumption and production patterns. In the energy sector, for example, a combination of increasing energy efficiency, together with lower levels of energy use, and a replacement of fossil fuels with renewable energy sources will finally put society on a sustainable energy path.

### **Criterion 3. Coverage of critical issues of environmental sustainability such as irreversible changes in the global environment.**

As noted in Section 2 ("Experience with Global Environmental Goals"), the current MDGs only cover a limited part of the environmental sustainability spectrum. On one hand, since environment is a key aspect of sustainable development, the SDGs should cover as much of this spectrum as possible.

On the other hand, the SDGs should also be "limited in number" and it is certainly not possible to include each and every environmental sustainability issue. Hence, an urgent task is to identify a priority list of issues. Precedence here should be given to environmental problems currently critical or increasing in intensity such as growing air and water pollution in developing countries, which is leading to risks to public health and food security.

Another priority class of issues are irreversible environmental problems. Some environmental problems are only reversible over the time scale of decades, centuries, or even longer. These are sometimes labelled "irreversible" since they seem irreversible over generations or lifetimes. In the case of the extinction of species, they are truly irreversible. These changes are sometimes associated with an environmental system moving from their current state to one having no precedent in human experience, as in the case of shifting vegetation zones brought on by long term temperature and precipitation changes.

<http://www.unep.org/pdf/embedding-environments-inSDGs-v2.pdf>



Some authors have recommended that irreversible problems be given special attention in the SDGs because they imply impacts that cannot be ameliorated and may be difficult to adapt to.

Furthermore, on the large scale, some of these changes imply a dangerous tampering with the earth system, or “tipping points”. One example is the case of global warming which can lead to a chain of events such as the melting of Arctic permafrost, which releases methane gas, which further stimulates global warming and further melting, and so on.

The idea of irreversible problems is also connected to the notions of “planetary boundaries” and “safe operating space” because socio-economic development cannot proceed indefinitely if it causes irreversible environmental changes on a large scale. It is easy to imagine how this development will be self-limiting if it causes major shifts in rainfall patterns, collapses of fisheries, contamination of soils, and other kinds of irreversible changes noted below.

There are many different categories of irreversible problems that should be considered for the SDGs. One category involves changes associated with climate change or other consequences of the buildup of greenhouse gases in the atmosphere such as large scale changes in rainfall patterns, more frequent extreme weather events or acidification of the oceans. Also included here are the irreversible outcomes of climate impacts including the melting of the Arctic ice cap and conversions of forested areas to grassland.

Another category has to do with irreversible changes, such as the diminishment of coral reefs, which are (or will be) caused by a combination of climate change and other pressures of society such as water pollution and/or development in coastal areas.

Yet another category of irreversible processes are mostly due to non-climate pressures from society such as the collapse of fisheries (overfishing), biodiversity loss including the accelerated extinction of species (over-harvesting and/or destruction of habitat), and the build-up of persistent organic pollutants in soils and water (pesticide application and atmospheric emissions of chemicals).

Some targets could aim at mitigating these problems (e.g. habitat protection in order to lower risk of species extinctions), while others could focus on early warning of their occurrence (e.g. monitoring programmes to detect methane releases from permafrost melting). Moreover, the precautionary approach provides a strong argument for acting on these problems, even if uncertainty is high. This was the case with ozone depletion in the upper atmosphere, in which countries decided to act despite initial scientific uncertainties.

#### **Criterion 4. Take into account current global environmental goals and targets.**

As explained in Section 2 (“Lessons Learned from a Review of Environmental Goals and Targets”), there are hundreds of international environmental treaties and agreements and they contain a wide range of goals and targets which occupy the attention of the international community. Forging ahead with new SDGs while ignoring the existing web of goals and targets may create a situation in which countries are confronted with overlapping, and even contradictory goals. This would increase the burden on countries already struggling to track and comply with numerous environmental treaties. Hence, current goals and targets should be accounted for in some way in SDGs. Moreover, by being part of SDGs, current environmental goals would be coupled to important objectives of socio-economic development. In this way they could win additional support for their implementation from parts of government not usually concerned with environmental goals. Being embedded within the SDGs could also help to maintain attention on current environmental goals beyond their present time horizons.

But it will be neither feasible nor necessary to incorporate all current environmental objectives. For example, some focus on regional or sub-regional issues and perhaps are not very relevant to the global and “universal” scope of the SDGs.

Some ideas were presented in Section 5 on how to take into account current goals: First, existing goals and targets can be used as a “ground floor” for the SDGs; this would mean that proposals for SDGs would be compared to existing goals and targets to make sure that new objectives are, at the minimum, equal to current objectives. As noted earlier, the international community cannot afford to backtrack on its ambitions to protect biodiversity, mitigate climate change, restore freshwater and marine ecosystems, and otherwise promote environmental sustainability.

Second, a limited number of current goals and targets could be incorporated in some fashion in SDGs, in particular, the ones whose implementation could be accelerated if they are included in the SDGs.

An important body of targets that falls within this context is the set of 20 Aichi Biodiversity Targets adopted in 2010 as part of the Strategic Plan for Biodiversity under the Convention on Biological Diversity. These targets, particularly the first four, are closely linked to socio-economic development issues. Efforts are underway to connect these targets to the SDGs, and this work should be taken into account to avoid duplication and ensure policy coherence. Other Multilateral Environmental Agreements also have targets related to development issues, and these should also be factored into the SDG process.

### **Criterion 5. Scientifically credible and verifiable.**

All goals and targets should be scientifically credible and verifiable. They should be backed up with enough scientific capacity to support data collection, monitoring of progress and other tasks necessary for the implementation of the goal or target. This means that it is important to engage the scientific community in developing the SDGs. Scientists can also provide advice on possible targets for monitoring emerging issues not yet validated by science, and on “sustainability science” targets for bolstering the science needed to meet the sustainability challenge.

It is worth noting that scientific credibility is not as straightforward as it may seem. On one hand, developers of SDGs can use traditional benchmarks to judge credibility. For example, it is commonly assumed that findings about an issue are credible if they are published in several peer-reviewed technical journals. On the other hand, it is also accepted that traditional knowledge, citizen-science, and “qualitative” knowledge have a role to play in sustainable development issues. Since the issue of how society reckons credibility is not likely to be resolved very soon, developers of SDGs should work closely with scientists and other knowledgeable people to assess the credibility of issues on a case-by-case basis. The issue of scientific credibility of proposed SDGs as well as the monitoring of their progress once adopted could be taken up by existing science-policy platforms such as the IPBES (Intergovernmental Platform on Biodiversity and Ecosystem Services) or the IPCC (Intergovernmental Panel on Climate Change).

### **Criterion 6. Progress must be “trackable”.**

This is a strong recommendation coming from many reports and a clear lesson from existing goals. Success in achieving goals seems to depend on whether society can show progress, and this requires specific and measurable targets and indicators and adequate monitoring of these indicators. As mentioned earlier, this does not imply that data for indicators must already be available. It is possible that some goals may require new measurable targets and indicators, and new efforts to acquire data. Section 10 (“Indicators for Tracking Progress on Goals and Target”) addresses various issues associated with indicators.

<http://www.unep.org/pdf/embedding-environments-inSDGs-v2.pdf>



**I can tell you the earth is suffering  
from a massive shift.  
Humans have become too focused on their  
own interests, neglecting the planet's  
fragile ecosystems.**

**We need to make changes now to turn  
this situation around. We must  
embrace the eco-ethic, which means  
putting ecology first and our  
own needs second.**

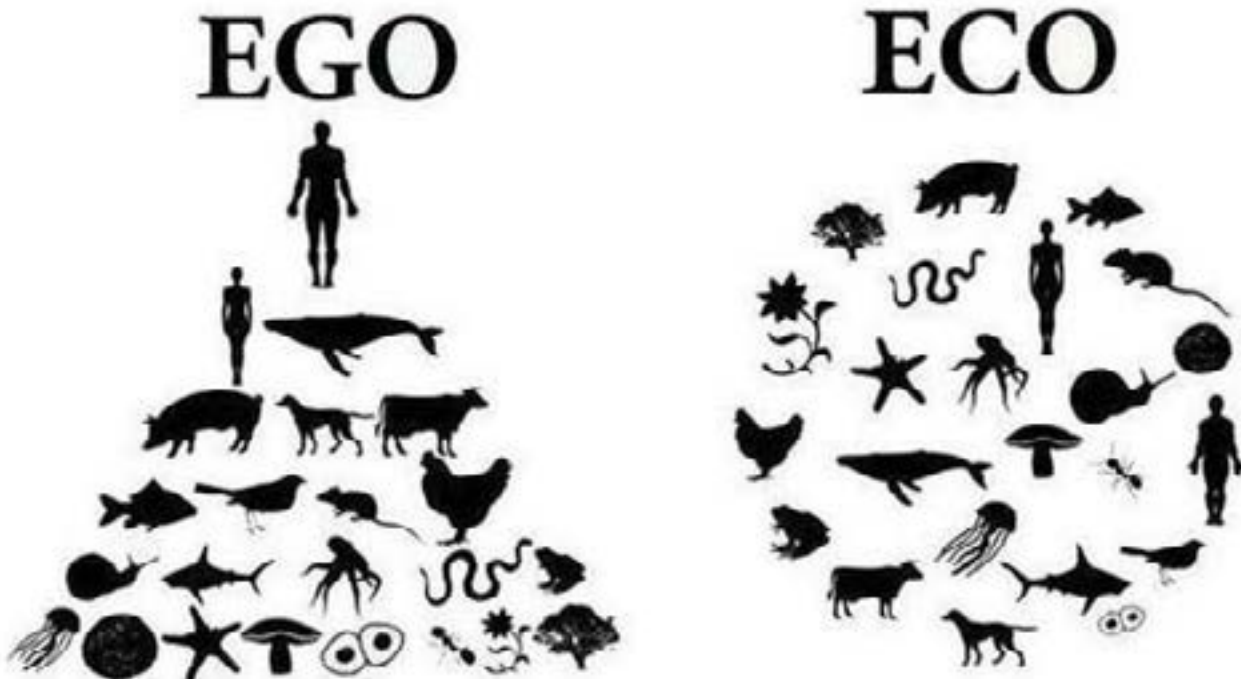


# EGO TO ECO

## Ego-System:

'Ego-System' is where people prioritize the well-being of themselves and others in their social strata. It also conceptualizes Man (and indeed commonly men) as being at the top of the pyramid and in a more important position than all other creatures and nature itself.

Some situation outlines a prime example of what we are calling the "Ego-System", in Society, there is inequality between groups, some are disadvantaged, and other have privilege. The most disadvantaged groups live in areas that are more prone to flooding, thus increasing their exposure to flooding caused by climate change. their houses are often less well constructed and made from a poorer quality, more flimsy material and consequently get completely washed away or become more seriously damaged. In contrast, the houses of the more well-off suffer less damage because these are generally made of sturdier materials, such as brick and concrete. The disadvantaged groups are less able to cope with and recover from, the damages caused by floods - the rich are able to buy the insurance and be compensated for the damages whilst the disadvantaged groups may not be able to afford such insurance and have to absorb the entire loss, leading to greater loss of assets. The social and environmental crises are linked together, which is why many people are trying to fix a new mentality to move to more sustainable and fair communities.



## Eco-System:

The Eco-System conceptualizes human kind as an equal component in a more reciprocal and symbiotic relationship with the rest of nature.

As the Convention on Biological Diversity, the ecosystem approach is a strategy for the integrated management of land, water, and living resources that promotes conservation and sustainable use in an equitable way.

Achieving a balance between the three goals of the Convention—conservation, sustainable use, and the fair and equitable sharing of the benefits from the use of genetic resources—will therefore be made possible using the ecosystem approach.

The fundamental structure, processes, functions, and interactions between organisms and their environment are included in an ecosystem approach, which is based on the use of appropriate scientific procedures targeted at levels of biological organization. It acknowledges that many ecosystems depend on humans and their diverse cultural heritage.

Carl Roger Has a vision of the authentic person being ecologically minded. Due to this theory, many studies took place. Since the globe is on edge of destruction, awareness should be spread. Deforestation, extinction of species, global warming, depletion of natural resources, and intensive livestock farming lead people to take preventive actions. In the last decades, advanced sustainable technologies in the generation of renewable energy for housing and transportation have appeared, as well as 'eco-friendly' statutory legislations such as the separate collection of waste, become increasingly available. An internal motivation to live in a constructive rather than destructive relationship with the ecological world is not an unknown psycho-ecological concept. In fact, various tribal cultures have lived in interdependent co-existence with their natural surroundings.

An ecological crisis is faced due to the social crisis of individualism over collectivism. There are two possible orientations: Individualism and Collectivism. These two options are relating to and describe the differences in beliefs and values ascribed to human behaviours, relationships, and human interactions with other humans.

Personal strength, self-reliance, assertiveness, and independence are the most valuable trait of individualistic cultures.

This contrasts with collectivist cultures where characteristics such as being self-sacrificing, dependable, generous, and helpful to others are of greater importance. Individualistic cultures reinforce that people should be able to solve problems or accomplish goals on their own without having to rely on assistance from others, in contrast to collectivist cultures where people are more likely to sacrifice their own comfort for the greater good of everyone else. Such differences can influence nearly every aspect of behavior ranging from the values ascribed to different careers, the products people buy, and the social issues that they care about. Although often portrayed as diametrically opposing attitudes, most people will exhibit both individualist and collectivist attitudes, tendencies, and behaviors. Individualism is seen as firmly grounded in cost-benefit analysis. The benefits of environmentally responsible behaviors are often longer-term, and rarely benefit the individual in the shorter-term, if at all, whilst the costs, such as price and inconvenience of recycling, tend to be immediate. Individualism and collectivism, therefore, have a strong influence on environmental responsibility and behaviors, for example, Individualism is more likely to reinforce beliefs about the inconvenience of recycling, due to the immediate costs to the

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[https://www.undp.org/sustainable-developmentgoals?utm\\_source=EN&utm\\_medium=GSR&utm\\_content=US\\_UNDP\\_PaidSearch\\_Brand\\_English&utm\\_campaign=CENTRAL&c\\_src=CENTRAL&c\\_src2=GSR&gclid=CjwKCAjwrJhBhB7EiwAuyBVXc4LKAefK7khFwrpagQS98IXQHzyh0V6zhvTf5Vld5WFQf1bJDB-phoCxSoQAvD\\_BwE](https://www.undp.org/sustainable-developmentgoals?utm_source=EN&utm_medium=GSR&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GSR&gclid=CjwKCAjwrJhBhB7EiwAuyBVXc4LKAefK7khFwrpagQS98IXQHzyh0V6zhvTf5Vld5WFQf1bJDB-phoCxSoQAvD_BwE)

individual, whilst collectivism is more closely aligned to beliefs about the importance of recycling, as it focuses more on group benefits and the impact of behaviors on others in the future. In this way, collectivism is usually seen as more orientated toward addressing environmental issues, and people in collectivist cultures often demonstrate greater environmental self-efficacy. Self-efficacy is the level of belief that we have in our own abilities, specifically our ability to overcome obstacles and complete a task successfully. General self-efficacy refers to our overall belief in our ability to succeed, but there are many more specific forms of self-efficacy as well, such as environmental self-efficacy in solving environmental problems, and this is an important issue to address further.

## The shift from Ego to Eco

The shift from ego- to eco-system awareness requires a journey that involves walking in the shoes of other stakeholders and fine-tuning the instruments through which consciousness is created: namely an open mind, an open heart, and an open will.

An open mind represents the capacity to see the world with fresh eyes and to suspend old habits of thought. An open heart means the capacity to empathize, to see any situation through the eyes of someone else. In addition, an open will is a capacity of letting go and “letting come:” letting go of old identities (like “us versus them”), and letting come a new sense of self and what that shift can make possible.

Moving the economic system to an eco-centered model is impossible without this shift in consciousness, but on its own, it will not be enough. What is required is a threefold revolution: an individual, relational, and institutional process of inversion, or turning current practice inside-out and outside-in.

Individual inversion means opening up our thinking, feeling, and will so that we can act as instruments for the future that already wants to emerge.

Relational inversion means opening up our communicative capacities, and shifting from a focus on conformity and defensiveness to generative dialogue, so that groups can enter a space of thinking together, of collective creativity and flow.

Institutional inversion means opening up traditional geometries of power that are characterized by centralized hierarchies and decentralized competition, and re-focusing institutions around co-creative stakeholder relationships in eco-systems that can generate well-being for all.

Fostering these inversions requires new types of innovation infrastructures that can build collective leadership capacities on a massive scale. Many people think that what is missing in order to move societies towards a new economy is just a set of ideas and policy proposals that are better than those we have already. However, that is not the case. We also need new structures and technologies that enable groups to move from their habitual thinking and practices to co-create an eco-centered economy.

[https://www.undp.org/sustainable-development-goals?utm\\_source=EN&utm\\_medium=GSR&utm\\_content=US\\_UNDP\\_PaidSearch\\_Brand\\_English&utm\\_campaign=CENTRAL&c\\_src=CENTRAL&c\\_src2=GS-R&gclid=CjwKCAjwrJhBhB7EiwAuyBVXc4LKAefK-7khFwrpqgQS98IXQHzyh0V6zhvTf5Vld5WFQf1b-JDB-phoCxSoQAvD\\_BwE](https://www.undp.org/sustainable-development-goals?utm_source=EN&utm_medium=GSR&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GS-R&gclid=CjwKCAjwrJhBhB7EiwAuyBVXc4LKAefK-7khFwrpqgQS98IXQHzyh0V6zhvTf5Vld5WFQf1b-JDB-phoCxSoQAvD_BwE)



**TOGETHER WE  
CAN CHANGE  
THE WORLD**





# Between the Individual and Global Dimensions

Although the topic of individual ecological shift is well researched and debated, people sometimes can feel powerless in applying their principles in capitalist systems. However, individual inner self-observation and awareness can create the basis for a collective change in a social, economic, and environmental sustainability.

The evolution of economic thought can be regarded as a system moving from traditional ego-system awareness (something we still teach today at business schools around the world) to a new stage of awareness, an “eco-system awareness” focusing on the well-being of not only a few but the well-being of all.

The EGO-ECO-SEVA scheme illustrates these three worldviews. The path from EGO to ECO to SEVA begins by stepping up from our EGO dimension, realizing the connectedness of all ECO spheres, arriving to a SEVA position for a life on earth via a regenerative approach. The regenerative sustainability shift therefore requires a radical turn of our worldview, from a mechanistic to ecological one.

## Individual Dimension:

According to Leiserowitz et al., “Values are abstract ideals, such as freedom, equality, and sustainability. They often evoke emotional reactions and are typically expressed in terms of good or bad, better or worse, desirability or avoidance. Values define or direct us to goals, frame our attitudes, and provide standards against which the behavior of individuals and societies can be judged. Attitudes refer to the evaluation of a specific object, quality, or behavior as good or bad, positive or negative. Attitudes often derive from and reflect abstract values. Finally, behavior refers to concrete decisions and actions taken by individuals and groups, which are often rooted in underlying values and attitudes”.

All these converge progressively toward a proper value system: a set of values assumed by an individual or a society inducing the conduct of (often unaware) associates. We rank our decisions with judgment categories that can become private, shared, monetary, civil, or religious based. Our values make us who we are and whom we want to appear to be and eventually who others see in us: collectively, they are the driving factors that can change the relationship between us and ourselves, us and society and us with the ecosystem in which we live. There is much investigation that confirms how personal well-being, curiosity, empathy, kindness, and non-materialistic values are linked with more sustainable behaviors. Sustainability thus really condenses into nurturing and allying values, beliefs, and behaviors with ecological stewardship and with collective responsibility. Through our everyday choices, we can choose either to improve or weaken the planet, our society, and commercial wealth. Emerging from these, global attitudes toward the Millennium Declaration Values are envisaged in freedom and democracy, fairness, solidarity, acceptance, respect for nature, and shared responsibility. A study by Pappas defines ‘individual sustainability’ as follows:

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<https://climatescience.ru/uploads/pubs/e/ec/ec5/ec52ef57f0a5540117ed49c3044cea0d.pdf>

Sustainable individuals are characterized by creating harmony, interconnection, and relatively high levels of self-awareness in their values, thoughts, behaviors, and actions as well as cultivating continued individual growth in their physical, emotional, social, philosophical, and intellectual abilities. Individual sustainability includes possessing a well-developed and demonstrated value system that acknowledges the importance and interconnectedness of all global biological and social systems, and our appropriate place within them.

Several research projects comment that people with self-enhancing, money-oriented goals and values concentrating on accomplishments, wealth, control, prestige and image have more adverse attitudes to the environment and are less expected to be moved into eco-friendly behaviors. The conclusions presented in the work of Lavelle et al. show the heterogeneity and richness of ecological behaviors: according to studies by Martinsson et al., (infra)structural and cultural factors are found to be a significant aspect in shaping behavioral change. This means that working upon strategies tailor-made for a specific target of people can be far more effective than promoting general policies for sustainable consumption. Moreover, from a social cognitive perspective it has been found that personal agency (as the ability to deliberately select, perform, and achieve personal intentions and desires) is crucial to obtain visible results in sustainable behavioral change. From an environmental psychology point of view, positive circumstantial conditions and ecological self-efficacy, visible outcomes are stressed to foster an individual's expectations and more stimulating goals. The work by Shapiro et al. explores mindfulness practices at schools as useful tools to help illuminate one's values, to learn how to think more impartially, so that students can experience and understand attitudes that may be truer and responsive to real intentions. According to Rosenberg, mindfulness training can help to become more attentive of believed processes and so more critical when receiving an external narrative/influence. This approach can also be found in the INDICARE model. As a sustainability assessment framework, it aims at stimulating the sustainability debate in higher education, suggesting a more holistic approach emphasizing the interconnectedness human–nature relationships, combined with meditative workouts that help the transformative process both at individual and institutional level.

Inspired by biophilic ideas, transformative learning theories, and participatory evaluation, INDICARE is an evaluation framework that seeks an eco-centric and integrative approach toward our inner being, the earth and its communities. Outlines proposed by also draw from transformative learning concepts and propose key competencies including: "Gestaltungskompetenz"; heads, hands, and heart tools; values, knowing, skills, understanding; and a few others.



## The Global Dimension

In the previous paragraph, sustainability values, attitudes and behaviors are tracked, mirroring the culture, as socially transmitted behavior. Here we explore the connection of the local focus on sustainability transition to a wider value dimension, sense of responsibility and identity given by a new alternative culture (as, quoting Clyde Kluckhohn, it would not have been be fish who discovered the existence of water). The individual dimension is not enough to understand real opportunities for the desired paradigm shift. A third part of this essay attempts to depict, from a higher level of "Weltanschauung", why we need to observe the meta-culture of change against current narratives of positivism and technology fallacies.



## Values Beyond Sustainable Development

Sustainable development, at its most theoretical level, highlights the values of economic development, environmental, and social thriving. Whilst this three pillars model has been generally accepted, it is now clear that tough trade-offs between these values, conflicting value promises, and main concerns are rarely openly or debated, leading to increased misinterpretation, intensified disagreement, and confusion.

Integrated sustainability values strategy aims to reconcile these constructively. Considering the language of the UN General Assembly, the World Summit on Sustainable Development, the Earth Charter, and the Global Scenario Group, values for sustainable development include 'freedom, equality, unity, tolerance, regard for nature, and joint responsibility'. More specific and practical translation of these aspirations were posed to echo more specific actions for achieving a global peace, equitable development, diffuse human rights, African protection, and so forth. It was through this lens that the United Nations in 2015 took the very ambitious step of setting its 17 Sustainability Development Goals (SDGs).

The 17 SDGs address social and economic development whilst incorporating poverty, hunger, health, gender equality, water, sanitation, education, climate change, energy, environment, and social justice issues. They differed from their forerunners—the eight UN Millennium Development Goals (MDGs) set in 2000—in crucial ways. Their focus was on social issues in developing countries and success was limited to areas such as impacting poverty, HIV and malaria. In setting the SDGs, the most extensive global consultation in history was launched to gauge opinion on what they should include, embracing governments, international organizations, academia, civil society, businesses, and individuals around the world. With the world's population set to exceed 8.5 billion by 2030, growing demands on resources will in turn heighten risks of insecurity, poverty, and disadvantage. The rapid advances in digital technology and artificial intelligence brings to light new risks and impacts the way we work. As Spangenberg warns, the SDGs can be seen re found to be weak on 'agency', since public administrations have limited duties on reporting and achievements, while business or consumers almost none (which is why success of SDGs is seen to be through the private, not public sector).

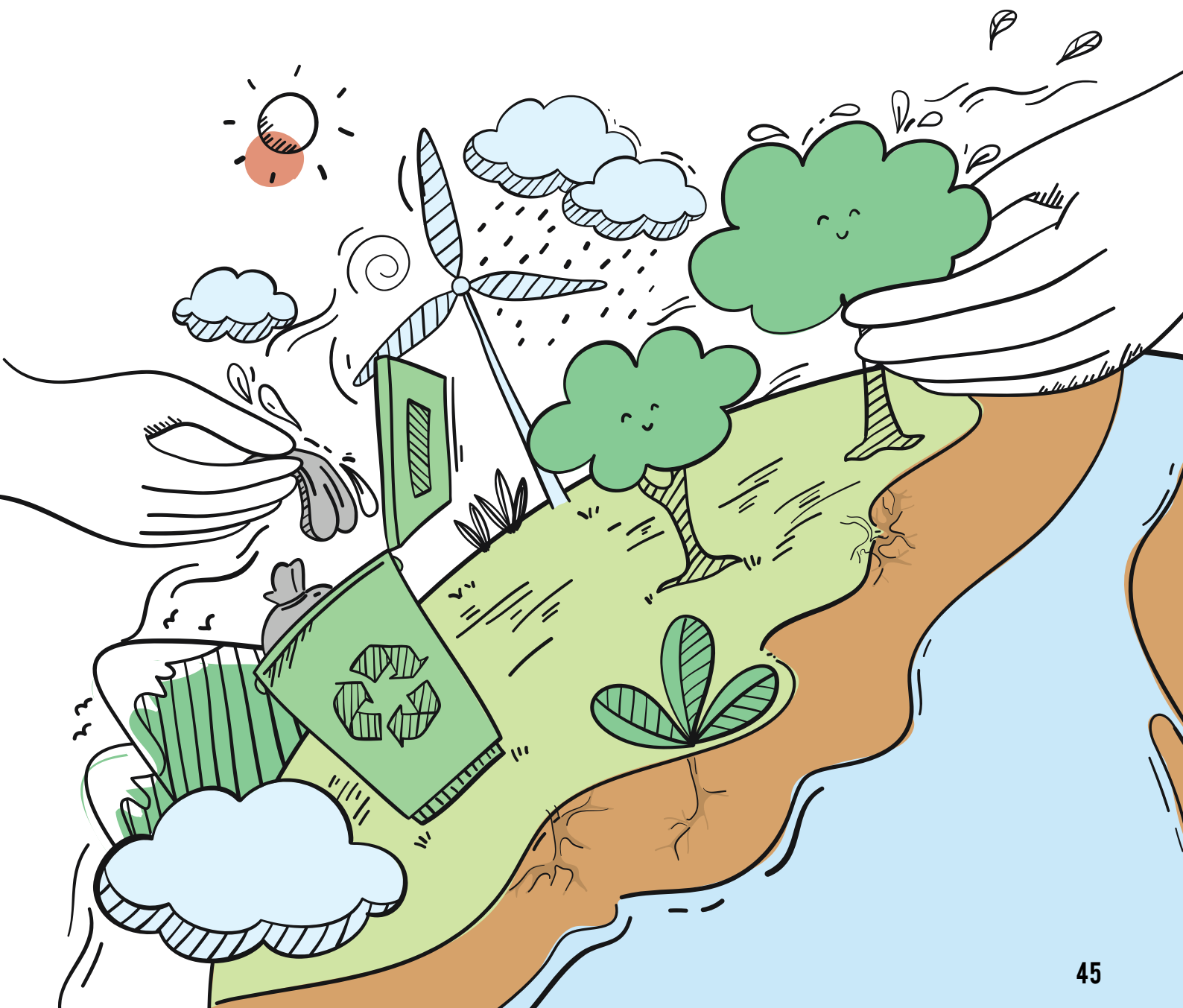
SDGs have made a big effort on compromise and discussion among nations and rights. However, being so wide they can just focus on a single state and impact, overlooking the burdens and in the end allowing contemporary counterproductive drivers. In order to allow positive interaction between the different targets, the means of implementation must set legally binding guidelines and criteria for all important stakeholders and entities (importantly including business), for ruling the market second equity principles, for a transparent governance of the public–private partnership instead of deregulation, and for a stronger role of public bodies and citizens and all main civil society assemblies.

The attitudes pursuing the values carried by SDGs should address the root causes of the inequalities and climate breakdown we live in. This requires behaviors taking more radical steps than corporate social responsibility (CSR) reports or the frequent intellectual exercises of greenwashing. For success with the SDGs, we need to go to the roots of our analysis, be visionary in willing change and stop defending the status quo, individually and as a society. But what is at the root for change?

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<https://www.un.org/development/desa/disabilities/envision2030.html>

# Living in a Healthier Environmental





**How can you move  
a community from an  
ego-system to an ecosystem?**



# So, how can you move a community from an ego-system to an ecosystem?

**As Otto Scharmer states in his article From Ego-system to Ecosystem Economies “What’s really needed is a deeper shift in consciousness so that we begin to care and act, not just for ourselves and other stakeholders but in the interests of the entire ecosystem in which economic activities take place.”**

**In other words, we need to objectively assess the state of our community and make the commitment to change the system with an eye to the next generations. David Armistead, principal of Thriving Community Solutions, has developed a 7-point list of the characteristics of a well-rooted community ecosystem:**

## The Seven Principles of a Rooted Community Ecosystem

The requirements to realize the community purpose in an ongoing (sustainable) fashion are:

**1. Community Social Contract**– the social network among the participants in the community must continually self-organize up from a shared commitment, held by each participant, to coordinate their living together to produce community thriving. This is the principle of Community Social Contract.

**2. Integral Community**– The community must be thought of by its participants as a complex adaptive system within itself, and as an element of the locally and globally interconnected ecosystem.

**3. Full Spectrum Capital**– All basic capital forms (such as materials, energy, finance, labor, social capital and knowledge) must be fully considered in all community development activity.

**4. Community Wealth**– The aggregate working capital stock, committed to provisioning the community to thrive both now and in the future, is the wealth of the community.

**5. Local Recirculation (i.e. Metabolic or Circular Economy)**– This working capital needed within the local network of commerce for community thriving must be maintained in a working status.

**6. Local Co-Reliance**– Community thriving must be produced primarily through the participants’ local coordination of their personal actions for effectively living life through locally emergent network of commerce that enables the community to progressively provision itself with the primary factors of living such as water, food, shelter, power, communications, education, and health.

**7. Eco-Balance**– The eco-footprint required for the community to thrive must be balanced against the reproductive capacity of the local ecology. Failure to maintain this balance will break the recirculation of the natural capital of the community.

In sum, in order to create long term community wealth, we need to acknowledge the complexity of our communities, commit to our shared values and create the inclusive platforms upon which generational solutions can root and thrive.

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[- http://neighborhoodeconomics.org/co-creating-community-social-contract/](http://neighborhoodeconomics.org/co-creating-community-social-contract/)

[- http://neighborhoodeconomics.org/activating-community-wealth/](http://neighborhoodeconomics.org/activating-community-wealth/)

# Economic Opinion

## Otto Scharmer, Open Democracy

Two words summarize the shortcomings of mainstream economics: externalities and consciousness. The solution to global crises begins between our ears.

We live in an age of profound disruptions. Global crises in finance, food, fuel, water, resource scarcity and poverty challenge every aspect of our societies. These disruptions also open up the possibilities for personal and societal renewal. To seize these possibilities we need to stop and ask ourselves some basic questions: why do our actions collectively create results that so few people want? What keeps us locked into old ways of operating? And what can we do to transform the root problems that keep us trapped in the patterns of the past?

Here's a clue to the answers to these questions: the root causes of today's global crises originate between our ears, in our outdated paradigms of economic thought.

The symptoms of these crises can be summarized in three divides that disconnect us from each primary source of life: ecological, social, and spiritual. The ecological divide manifests in symptoms like environmental destruction. We currently use one and a half times the regeneration capacity of planet earth in our economic activities. The social divide manifests in increasing rates of poverty, inequity, fragmentation and polarization. And the spiritual divide shows up in increased rates of burnout and depression, and in an increasing disconnect between GDP and people's actual wellbeing.

These structural disconnects indicate a broken system. But what is the root cause that produces them? I believe it originates directly from the ways in which we currently think about economics.

Like most things on earth, economic frameworks have their own life-cycle of birth, development and growth, before they finally outlive their usefulness. Modern economic theory is no exception. For example, after the global depressions of the 1930s, mainstream economic thinking evolved by opening up to Keynesian macroeconomics, which then shaped policy-making for the better part of the remaining century. Then, after the stagflation crisis of the 1970s, the mainstream moved to adopt Milton Friedman's articulation of monetarism, which influenced policy-making for the next 30 years.

How has this lifecycle continued? Has mainstream economic thinking changed as a result of the global financial crisis of 2007 and 2008?

Unfortunately, not much: economic debates are still shaped by the same frameworks, faces, and false dichotomies that ushered in the crisis. The successful intervention of Wall Street banks after 2008 to prevent effective banking regulation and the collapse of the global climate talks in Copenhagen at the end of 2009 are prime examples of the systemic failure of capitalism in its present form to deal with the major challenges of our time.

The main shortcomings of conventional economic theory can be summarized in two words: externalities and consciousness. Economic externalities - the costs of economic activity - have been discussed at length by policy-makers and researchers. They have been dealt with, at least in part, through successive attempts to regulate and incentivize corporate behavior in order to reduce pollution and the exploitation of human beings -

<https://www.opendemocracy.net/transformation/otto-scharmer/from-ego-system-to-ecosystem-economies>



small first steps, though much remains to be done. By contrast, consciousness is completely ignored, not even registering as a legitimate category in economic thought. Why is it so important?

The current capitalist economy is fundamentally ego-centered: it is structured to satisfy my wants as an individual and to privatize or even atomize decision-making. Most attempts to deal with this problem (like corporate social responsibility) do so by extending the awareness of consumers and producers beyond themselves to take in the welfare of other stakeholders. But this process is inadequate to deal with the size and complexity of the crises that we face.

What's really needed is a deeper shift in consciousness so that we begin to care and act, not just for ourselves and other stakeholders but in the interests of the entire ecosystem in which economic activities take place. Otherwise, there is a danger that these externalities will be mitigated while the consciousness that creates them is left untouched, allowing the same costs and inefficiencies to re-appear in a different guise. There is little point, for example, in arguing for commons-based property rights and shared ownership if people's consciousness is still stuck at the individualist, self-interested, ego-driven level.

Therefore, the economic imperatives of our time call for an evolution of our consciousness from an ego-based system to an eco-based system, from one state of awareness to another. To paraphrase Einstein, the problem with today's capitalism is that we are trying to solve problems with the same consciousness that created them. How can we construct pioneering pathways into a co-creative, eco-system economy?

The shift from ego- to eco-system awareness requires a journey that involves walking in the shoes of other stakeholders, and fine-tuning the instruments through which consciousness is created: namely an open mind, an open heart, and an open will.

An open mind represents the capacity to see the world with fresh eyes and to suspend old habits of thought. An open heart means the capacity to empathize, to see any situation through the eyes of someone else. And an open will is the capacity of letting-go and "letting-come:" letting-go of old identities (like "us versus them"), and letting-come a new sense of self and what that shift can make possible.

Moving the economic system to an eco-centered model is impossible without this shift in consciousness, but on its own it will not be enough. What's really required is a threefold revolution: an individual, relational, and institutional process of inversion, or turning current practice inside-out and outside-in.

Individual inversion means opening up our thinking, feeling, and will so that we can act as instruments for the future that already wants to emerge.

Relational inversion means opening up our communicative capacities, and shifting from a focus on conformity and defensiveness to generative dialogue, so that groups can enter a space of thinking together, of collective creativity and flow.

Institutional inversion means opening up traditional geometries of power that are characterized by centralized hierarchies and decentralized competition, and re-focusing institutions around co-creative stakeholder relationships in eco-systems that can generate wellbeing for all.

Fostering these inversions requires new types of innovation infrastructures that can build collective leadership capacities on a massive scale. Many people think that what's missing in order to move societies towards a new economy is just a set of ideas and policy proposals that are better than those we have already.

But that's not the case. We also need new structures and technologies that enable groups to move from their habitual thinking and practices to co-create an eco-centered economy.

These infrastructures include spaces for convening stakeholders in efforts to co-initiate new systems, and also:

- "co-sensing," or going to places that allow us to see the system from the edges - if listened to with one's mind and heart wide open, they hold the golden keys to the future;
- "co-inspiring," or creating channels for connecting to the sources of creativity;
- "prototyping," or exploring the future by doing things in the present in very different ways; and
- "co-shaping" the spaces in which these prototypes can be embodied and scaled-up.

Of these various infrastructures, those for co-sensing and co-inspiring are particularly underdeveloped in society today. Trying to advance societal innovation through prototyping and scaling-up alone is like building a house without foundations. That's why so many current efforts fail, because they ignore the deeper conditions of the social field (the mindsets, attitudes and intentions), and focus only on the superstructure of incentives and institutions. Without a fundamental shift in consciousness it will be impossible to sustain an eco-centered economy.

A profound renewal of this kind at the personal, societal and global levels is crucial for our planetary future. What's needed to underpin these renewals are change-makers who are willing to lead from the emerging future: leaders who are willing to open up to, learn about and practice the journey from ego-system to eco-system thinking. We already have much of what we need to hand in the form of living examples, tools and frameworks. What's missing is the co-creative vision and the common will to make this revolution a reality.

<https://www.opendemocracy.net/transformation/otto-scharmer/from-ego-system-to-ecosystem-economies>



# Entrepreneurial Opinion

Raj Mendhir, LinkedIn

If you want your business to grow, it's important to create an ecosystem, not an egosystem. Business ecosystems work much like natural ecosystems. Within nature, various different species live harmoniously and cannot really thrive without one another and the work other species are carrying out. In a business ecosystem, you get comparable levels of mutual support without feeling you have to extract value from the other person or organization.

This may sound counterintuitive. The whole point of business is to capitalize and ensure your company comes out on top, right? Sometimes that can be the wrong attitude to take. Take that approach and you'll develop an egosystem, not the ecosystem you need.

Those who build egosystems develop relationships, get what they want from the other party and then let them fall by the wayside. That often makes it very hard to pick up the relationship again if it's needed further down the line, because if you've taken without giving, there may be long-lasting hard feelings. It's an unhealthy attitude to doing business, and one-way relationships seldom last.

In building an ecosystem, you establish a two-way street. You reach out to people, make a connection and keep nurturing the relationship even when you want nothing in return.

Checking in with people just for the sake of seeing how they and their company are is an ideal way to forge meaningful, enduring partnerships.

By offering help without expecting anything back, you build a bond of trust, care and mutual interest in each other. Odds are, they will extend the same support to you. This opens up a further tier to your business ecosystem. Your contacts have contacts within their network, and one day you may find they come in handy.

Let's say your small business is looking for a new accountant, but you don't know any, or don't know any you would entrust with the work. Reaching out to your ecosystem and mentioning you're on the lookout for an accountant could lead to recommendations. It's not trying to extract value from them, it's just a natural step based on the fact you've built up a personal and professional relationship.

Business can never be simply about 'me, me, me'. In order to succeed, you have to give without expecting anything in return. Egosystems fail – that's a fact. You need to create and nurture your own business ecosystem, and that way everyone wins.



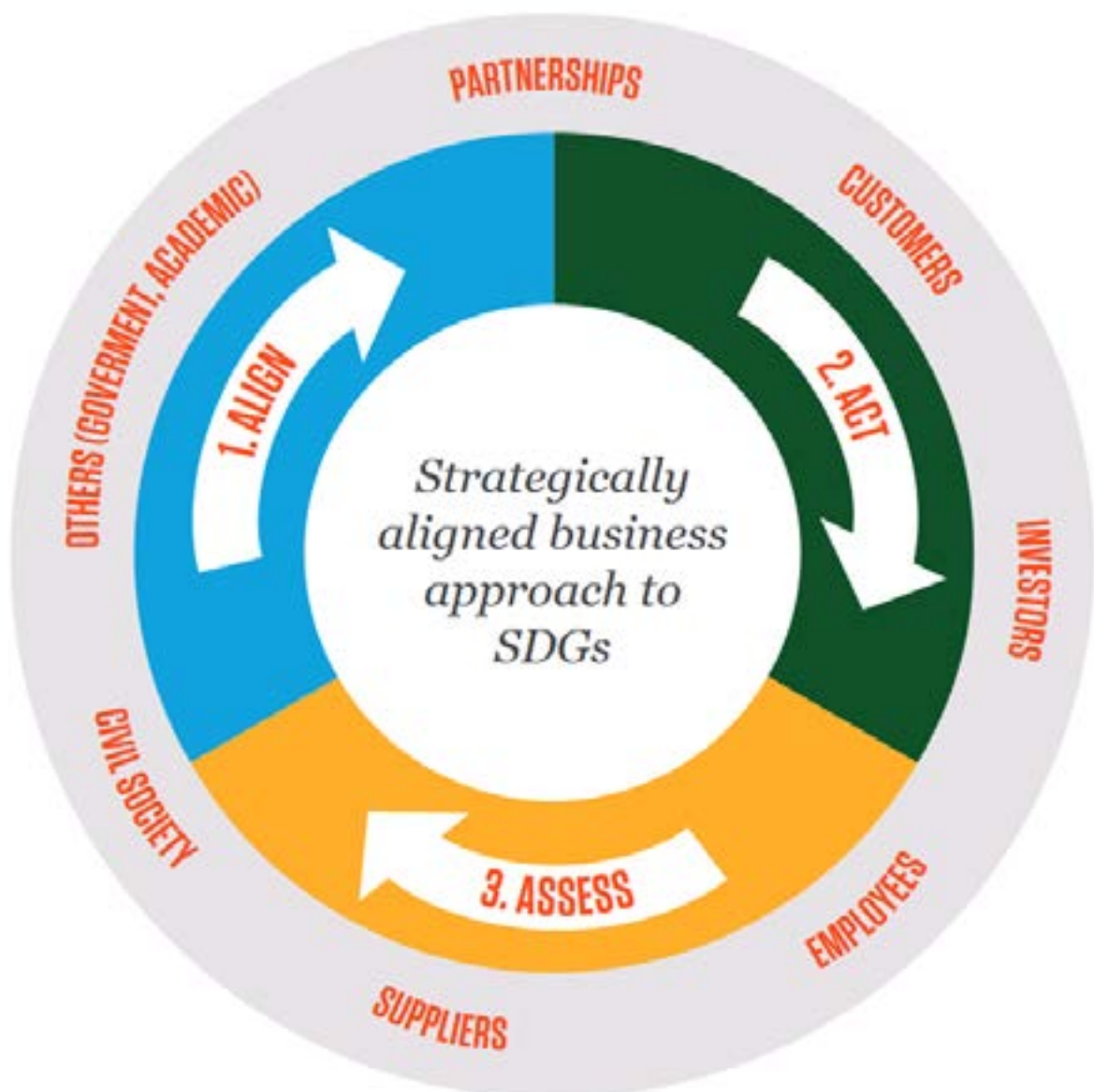
# Strategic Opinion

Tony O'Driscoll, DUKE CORPORATE EDUCATION

**The paradigm has changed. Leaders need to rethink strategy from first principles, argues Tony O'Driscoll.**

Over the past quarter-century as a business school professor, I have almost invariably begun courses with one simple question: "Why do firms exist?" Equally invariably, students respond: "Firms exist to make money!" When I ask, "But what happens if I spend more money than I make?", their response rarely deviates from the amended viewpoint: "Firms exist to make a profit!"

The business world has been transformed over the last 25 years, yet students' answers have barely evolved. It is a sign of the deep need to rethink the role of strategy to reflect the new realities of a more connected ecosystem-based world.



# Traditional Strategy

The traditional approach to strategy was profoundly shaped by Milton Friedman. In 1970, he wrote that the responsibility of corporate executives is to “conduct business in accordance with the desires of shareholders,” namely, “to make as much money as possible while conforming to the basic rules of society.” Business’s only social responsibility was “to use its resources and engage in activities designed to increase profits as long as it stays in the rules of the game.”

The perception that firms exist only to make money for shareholders has burrowed deep into our collective consciousness. Indeed, on the rare occasion that a student deviates from the norm in answering my question, it is typically to argue that firms exist to create value for shareholders. That is the point at which I introduce the concept of business strategy, defined as the formulation and execution of an integrated set of choices that create, deliver and capture differentiated value. But how are those choices conceived?

## Ego-centric and Eco-centric strategies

If firms only exist to create shareholder value by generating as much profit as possible, the strategy of each player (or firm) in the business game is obvious. Defeat other players by seizing control of the most profitable position in the value-chain and defend that position to maximize their own value-capture, taking it away from other players until they are squeezed out of the game. In this zero-sum, ego-centric framing of the business game, the core strategic objective is to win by defeating rivals.

But does this strategy actually create value-add? Are we not just fighting for the biggest slice of the market in a given industry pie? Peter Drucker argued that the purpose of business is to “create and keep a customer.” This stakeholder-based perspective enables us to imagine a fundamentally different future: to focus on growing the size of a given industry pie, or on collaborating to bake new pies that customers value. The value-generation game is changing.

In an ecosystem-based game, the strategy of each player is to remain relevant and useful to other players in order to sustain the overall health, resilience and development of their shared environment. In this positive-sum, eco-centric framing of the business game, the core strategic objective is to win by ensuring that all players remain motivated to play the shared value co-creation game.

This represents a complete paradigm shift – not only in what strategies we pursue, but how strategy is developed and executed. Research has shown that over 75% of strategies fail today, which is for two key reasons: their underlying premises, and the mechanisms through which they are executed, no longer fit reality. Today, strategies are typically formulated at the top of the organization. A profitable position of sustainable competitive advantage is identified and strategies to secure that position are developed. They are cascaded down the corporate hierarchy and employees are commanded to implement structural, procedural and technological changes as required.

The flaws in this approach are two-fold. First, in a world as complex and unpredictable as today’s, the assumption of sustainable competitive advantage no longer holds.

Rita McGrath has taught us that organizations can no longer survive by competing within existing industry boundaries: instead, they must enter new cross-industry arenas, or ecosystems, where they vie for resources by helping stakeholders with control over these resources to create added value. In such a world, competitive advantages are transient, so it is crucial that we develop an empathetic understanding of customer needs. We also need to enable cross-ecosystem teams to emerge around value-creating opportunities. In short, strategies must become less ego-centric and episodic, more eco-centric and emergent.

Second, even if well-conceived, the execution of strategy typically falters due to human resistance. Organizations do not change unless people change, and people won't change unless they see personal value in doing so. Those required to implement strategy are rarely involved in formulating it, so they have no intrinsic motivation to change. This too needs to change.



## Strategy's Rightful place

This is the new paradigm: collaboratively designing strategies that create shared value, and collaboratively delivering those strategies to capture and distribute value. Our approach must be radically reconceived to maintain fit with an ever-evolving business ecosystem. To put strategy in its rightful place, begin by clearly articulating your PVAC:

- Purpose – Why do you uniquely exist?
- Values – What do you fundamentally care about?
- Aspiration – What do you collectively aspire to achieve?
- Complementors – Who has similar aspirations and complementary capabilities?

Once your organization's PVAC has been established, strategies simply become the dynamic and integrated set of decisions and actions required to operationalize it. Straightforward as this sounds in summary, it means a wholesale shift in the strategy paradigm. We must move from ego-centric and zero-sum, to eco-centric and positive-sum; from shareholder to stakeholder value; from corporate profitability to customer empathy; from value-capturing industry position, to value-creating arena partnerships; from sustainable competitive advantage to sustained collaborative advantage; from sequential formulation and execution, to dynamic design and delivery; and from top-down mandated change, to edge-back motivated change.

Business can – must – become a stronger force for good in the world. As academic and business consultant Clay Christensen taught us, revolutions in the business zeitgeist come slowly, then suddenly. We will know the revolution is on its way when students respond to my trusty old question with the answer that “firms exist to engage in ecosystems that create and maintain shared value-add for all stakeholders while relentlessly focusing on the needs of customers.”



# Technological Opinion

Fatih Cam, Atos

“If everyone is moving forward together, then success takes care of itself.” – Henry Ford  
Partnerships are essential for the sustainable growth and success of Atos as well as any other company. Well, that's no surprise to hear from someone who's working with alliances every day. But it's, indeed, something I'm very passionate about and fully believe in.

In my team, a strong partner-ecosystem is the key to accompanying our clients, employees and society on their digital transformation journeys. And that means that each partner (advocate) has to leave its own ego-system at home and fully commit to working together in order to achieve the best possible outcome.

Only then can everyone play out his individual strength and create something better than individuals alone could do. I like to compare it to an orchestra, where everyone plays their own instrument close to perfection, but only heard as a whole does the symphony achieve its full effect.





# Better Together

**The current COVID-19-crisis gives us good examples: In this extraordinary situation where companies and society itself need to overcome challenges, not known till now, partnerships have proven to make the difference. Companies with different fields of expertise help tackle new challenges. As all partnerships are built on the same principles, let's take an example from a completely different industry: the partnership between McDonalds and Aldi Süd. Both companies did not have many touchpoints in the past.**

**With COVID-19 on its way, many McDonald's employees were at risk to lose their jobs. At the same time Aldi Süd was facing a serious shortage of employees. So, the two companies partnered up with McDonalds employees working for Aldi Süd during the time of the pandemic: a win-win situation!**

## Three Attitudes and Behaviors

But good and fruitful partnerships need different tools depending on the goals. From my perspective, the following three attitudes are the most crucial ones that should never be missing from your backpack:

**Eco-mindset instead of ego-mindset:** Don't just think of how a partnership can benefit you. Think of how it can help to achieve the goal, and with that benefit both partners. For that, it is important that you and your partner have similar values; the same vision and goal. Only with this shared culture can you solve your customers' challenges together. Building trust with your partner should be the ultimate objective because it sets the foundation for a good relationship. Leave your EGO-self in the lobby and meet your counterpart with a compassionate, open mind. Focus on the greater good you can achieve together!

**People-centric instead of portfolio-centric:** Put the people in the center of the partnership for sustainable business relations. Embrace partners with complementary skills and technology: In order for a project to succeed, you don't need yourself 2.0, you need someone who brings a different skillset and perspective to complete your solution. Embrace the differences to unlock the full potential of your joint efforts!

**Sharing information for collective intelligence instead of holding information:** Honesty and transparency are crucial. Successful partnerships open the way to growth for both partners – but it's no self-fulfilling prophecy. It requires continuous work. In this process, it is important to communicate openly, transparently and honestly with each other. That also includes setbacks. Only then will you be able to learn from both your success and your failures. It requires frequent communication to build a sustainable long-term partnership. A partnership is not a sprint but a marathon that you complete together. Put yourself out there, dare to speak out – sharing is caring!

Adding to the words of Henry Ford at the beginning, those are my views on successful eco-systems vs. ego-systems:

A partnership is not about signing contracts together. A partnership is about building mutual trust and fighting alongside each other.

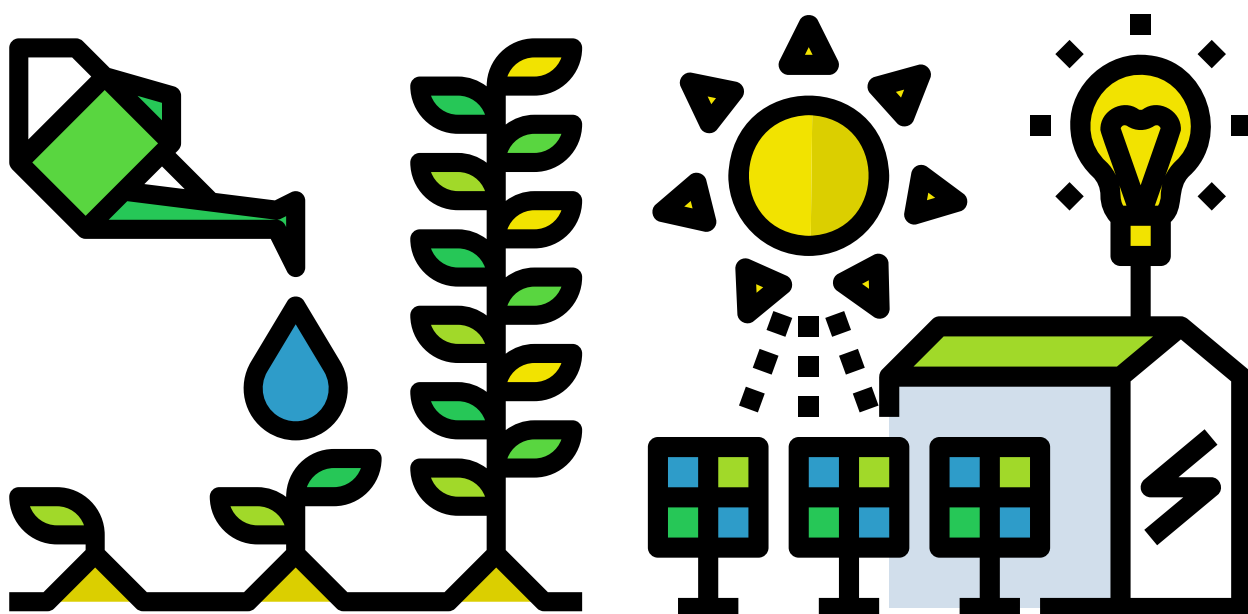
# Taking Action

In 2016, in the small mountainous country of Bhutan, the United Nations Institute for Training and Research (UNITAR) is supporting a project that aims to give an arena for youngsters in nine schools in the capital city of Thimphu to re-think their consumption habits and find ways to consume mindfully, causing less negative impact to their own lives, the society, and the environment. Framed as a school competition, the EGO-to-ECO project involves children as co-creators of the solutions to the real-life everyday problem of unsustainable consumption. The most impactful and innovative ideas are recognized and awarded.

The project is implemented by Ms. Pem Lama and her friends: a group of young, like-minded, and passionate sustainability practitioners. For years now, Ms. Lama has supported the effort of the Government to change consumption patterns in public institutions by setting up and implementing strategies for green public procurement (GPP) in Bhutan, under the GPP Bhutan SWITCH-Asia Project. Ms. Lama shares with the students that as a child ghosts terrified her until she realized that humans are scarier! “But humans can be nice too”- says Ms. Lama. “Our hearts are capable of love and care and our brains help us imagine and invent. That’s why my life goal is to help us be better and more caring so that I can live in a world where the only scary thing is a horror movie!”

Her views are not foreign to Bhutanese people. Ever since the late Fourth King of Bhutan formulate the visionary statement that “Gross National Happiness” is more important than “Gross Domestic Product” in the 1970s, Bhutan has been lauded as a global leader in environmentally sustainable development. The country strives towards equitable socio-economic development, preservation of culture, conservation of the environment, and good governance.

<https://www.unitar.org/about/news-stories/news/ego-eco-sustainable-schoolchallenge>



The EGO-to-ECO competition takes place in the period 1 July – 1 October of this year. The project is supported with a small grant following the delivery of the 3rd edition of the e-learning course “Introduction to Sustainable Consumption and Production in Asia”, developed and delivered jointly by UNITAR and UNEP, within the framework of the program of the European Union. Ms. Lama participate in the course, developed the concept of the sustainability school competition as part of the course activities, and applied for funding to realize her project within the framework of the training.

The 1 October is the day that it all comes together. Students, teachers, parents, public officials, local media, and ordinary citizens... all meet at the heart of Thimphu city, the clock tower square, for the EGO-to-ECO Sustainability School Fair! Schools will set up their individual stalls highlighting what their schools did for the challenge in the past 2 months. There will be poster presentations and other exhibits (e.g. recycled products made by kids).

Formal inauguration and judging will take place in the morning, followed by the award ceremony. The fair will continue until late afternoon. Awards are given in two categories:

- Sustainable School Award, given to the respective school demonstrates the greatest progress toward sustainable living.
- Sustainable Ambassador Award, given to one student from each participating school who promotes sustainability in their families and communities.

Perhaps the most amazing and significant feature of the EGO-to-ECO competition is that it recognizes children formally as agents of change, rewarding and encouraging their contribution to a better tomorrow. True, children have to be educated, but they can also serve as educators within their respective circles of friends and family. The impact of the project aims to have goes well beyond the school courtyards: by applying the “Feel-Imagine-Do-Share” methodology, children can contribute to behavior change and positive action for a sustainable lifestyle in society.

After all, children must be taught how to think, not what to think, and this is what EGO-to-ECO aims to achieve. We will follow closely and with great interest the progress of this school event, which goes well beyond the limits of conventional education.

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<https://www.unitar.org/about/news-stories/news/ego-eco-sustainable-schoolchallenge>



## Conclusion

Humans are at the center of global climate breakdown: The United Nations Sustainable Development Goals (SDGs) have ignited sustainability with proactive, global, social goals, moving us away from the 'do nothing today to compromise tomorrow's generation'. This Brundtland paradigm promotes a regenerative shift in the sustainability concept, no longer only considering resources and energy, but also the significant human-centric attributes. Despite this, precise ecological and sustainable attitudes have little prognostic value regarding final related individual human behavior. The global cultural contest, dominated by technological innovations, anthropocentric imperatives, the mirroring technological fallacy and the oblivion of ethical reasoning, makes the role of small actions, both at individual and academic scale even harder. To outline the context in which universities can collaborate to trigger sustainability values, attitudes, and behavior in future regenerated societies, this contribution is articulated in three main parts.

The first part analyzes the issue of sustainability transitions at the individual scale, where influencing factors and value-behavior links are presented as reviewed from a number of multi and transdisciplinary scholars' works. Structural and cultural factors are found to be a noteworthy part in behavioral change shaping. This means that working upon strategies tailor-made for specific target of people is far more effective than promoting general policies for sustainable consumption. Moreover, personal agency (as the ability to deliberately select, perform, and achieve personal intentions and desires) is crucial to obtain visible results in sustainable behavioral change. Mindfulness practices are found to be very useful tools to help illuminate one's values, to learn how to think more impartially, so that students can re-experience and gather attitudes that may be truer and respondent to real intentions. Mindfulness training can also help us to become witnesses of our mind processes, and thus more critical when receiving an external narrative/influence/desire.

The second part enlarges the picture to the global dimension, tracking the ideological steps of our current environmental crisis from the differences in prevailing western and eastern values, tradition, and perspectives, to the technological fallacy and the power of the narratives of changes. The heretical and revolutionary figure of St. Francis, recalled by the last Pope encyclic, breaks the attitudes of domination, derived from Genesis, with his belief in the value of humility, not merely for the individual but for man as a species, setting up a sort of democracy of all God's creatures.

The epistemological widening of the domain of knowledge is often a tool called into action for the big "supercomplexity" challenge of sustainability. A new epistemology is needed above all in the places of knowledge transfer and sharing like the university of the future, that should communicate values of openness, boldness, community engagement, accessibility, and that should give to students occasions

to learn how to solve societal challenges by experiencing them in the streets. A new transdisciplinary epistemology should teach to listen to many points of view and embrace uncertainty. The branch of integrative humanities emerged precisely for the quest for much more authoritative and suitable understanding of such contemporary complexity and against the supremacy of the functionalist rhetoric.

This awareness brought the discourse to the third part of the paper, exploring the task of our role as academics in the revolutionary 'integrative humanities' science, as education is outlined as an essential element for moving from sustainability to regenerative paradigms.

Eventually, universities may take the societal role of injecting behavioral change in future citizens and decision makers, considering the 'acting', the 'going', as a form of responsibility itself.

Scaling up from the individual shift towards sustainability into a global shift must address the issue of responsibility. We may cite Edgar Morin in the beginning of his book: "I felt in touch with the heritage of the planet, animated by the religion of what unites, from the rejection of what he refuses; animated by an infinite solidarity". The aspiration and the intent of a planetary humanism offers the values, attitudes, and behavior not only as origin and purpose of complex thought, but also as a concrete journey of individual and global regeneration for exiting the crises of our time. As suggested in the international literature, to act in an integrated optic is essential to develop an effectively-communicated sustainability plan. The University could, and should, be the place of value transition, proceeding with coordinated actions on two tracks: one, by implementing sustainability education, stressing the potential it has to orientate the civic sense; the other, for practicing what it preaches in its classrooms, by profiting of the transition moment of students enrolling or new staff hiring, experiencing concrete sustainable practices take place in the daily campus operations.

Einstein was famously quoted as saying "we cannot solve problems with the same thinking that created them". The economic system is a product of our way of thinking of the world as made of separate parts and of people needing to control all the parts. It is interesting to explore ways in which humans let another intelligence lead the way forward, an intelligence where the heart listens to the whole, one they have no control over and that they have to trust nonetheless. Rob Hopkins, a co-founder of Transition Towns, knows a thing or two about bringing about positive change and points to being less in our heads. He says, "Nothing really is very complicated. It is disempowering to think we have to study in order to do stuff" (Hopkins, 2022).

"Those who contemplate the beauty of the earth find reserves of strength that will endure as long as life lasts." (Rachel Carson).

To bring back harmony to our societies and our environment people need to rely more on the intelligence of their bodies and hearts. Spiritual traditions show the way and indeed intersect with the recent discoveries in quantum physics and complex systems theory, combined with heart-based practices that have been developing since the 1960s.

These practices enable the healing of personal and societal wounds due to abuse (sexual, racial, colonial, family and any other abuse or neglect), but also provide modalities to allow the emergence of new ways of functioning, whether in the family, the state, or organizations.

The patriarchal operating system of “power over” is crumbling and being called out in all areas, which isn’t without resistance and tension. The upside is the possibility of a world where the connection to others, to nature and to ourselves is repaired, and money and wealth are no longer primordial.



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