Disaster Risk Management for Sustainable Development (DRM-SD) Capacity Building

AtKisson's Compass & Accelerator Methodology for interdisciplinary climate risk reduction project management

Thursday 4 December 2014

Robert Steele – Systainability Asia

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*The AtKisson Sustainability **ACCELERATOR** Toolkit*

Tools, Methods and Processes
to Support Sustainable Development

Compass

Pyramid

Amoeba

StrateSphere

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Goal of the Accelerator toolkit

To engage more and more people, to make more change for sustainability, more effectively, and more quickly.

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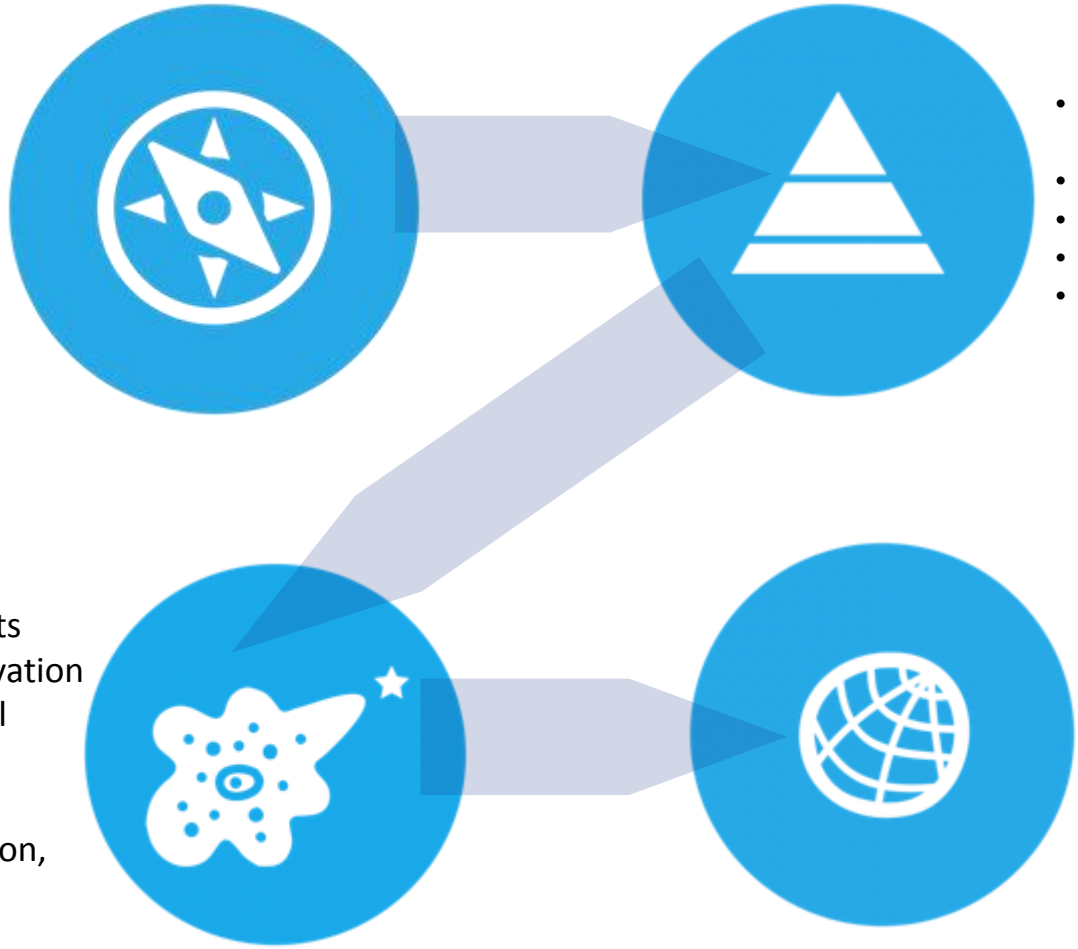
The **Accelerator** Toolbox

Compass

- Define sustainability
- Perform gap analysis
- Gather stakeholders
- Orient key actors
- Choose indicators
- Measure and report
- Performance indexing



Pyramid

- Train on sustainable development
- Educate team & stakeholders
- Develop plans and initiatives
- Do teambuilding
- Build broad consensus for action

Amoeba

- Train Change Agents
- Strategize for innovation
- Prepare for cultural change
- Accelerate rates of innovation adoption, adaptation, and replication

StrateSphere

- *Focus on implementation*
- *Formal strategic planning*
- *Organizing and prioritizing*
- *Finding strategic niches*
- *Evaluating penetration and impact*
- *Highlighting areas for strategic revision*

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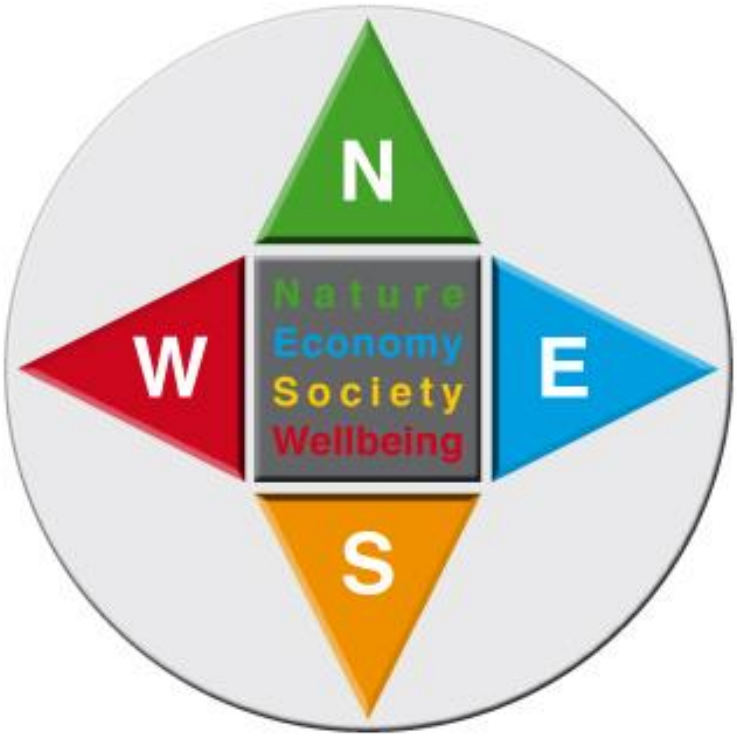
The Foundational Tool . . The Compass

An Orientation, assessment, planning and collaborative action tool for sustainability and transformation



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COMPASS is the foundation of the toolkit

Assist organisations to do all of the following…

- *Create better understanding of sustainability*
- *Create a sustainability vision*
- *Manage stakeholders in a sustainability process*
- *Create or manage a set of sustainability indicators*
- *Create an Overall Sustainability Index*
- *Assess the sustainability profile of a company*

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An open and adaptable framework … with guidance on general principles

- The Sustainability Compass is designed to accommodate many kinds of differences: cultural, sectorial, geographic, etc.
- It is also designed to interface well with other common frameworks (e.g. GRI, ISO 26000)
- However, built into the Compass approach a set of core guiding principles about sustainability.

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Built into the Compass approach is a set of core guiding principles about sustainability

The Compass Principles

The "Nature" Principle:
The physical and biological limits of Earth's ecological systems must be respected.

Nature

The "Wellbeing Principle":
Human beings have a right to be to be safe, to have access to healthcare, and to have the opportunity for self-expression, self-development, and a good quality of life.

Wellbeing

The "Economy" Principle:
Human societies, communities, and organizations need functioning economies to provide for their needs and to support their aspirations.

Economy

Society

The "Society Principle":
Social systems should be organized in ways that promote equity, fairness, resilience, and opportunity for all.

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The “Integration Principle”:

All four dimensions of the Sustainability Compass are interconnected in a web of cause-and-effect relationships. They are interdependent on each other.

- The Compass approach is grounded in the science of system dynamics and in general understanding of how complex systems behave.
- In recognition of this principle, governance and management systems should strive to achieve optimal results across all four Compass Points in an integrated way.

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The Compass Points in Practice

- *N = Nature =*

  Environmental impact, resource use, waste, ecosystems and habitat, water, energy, climate change

- *E = Economy =*

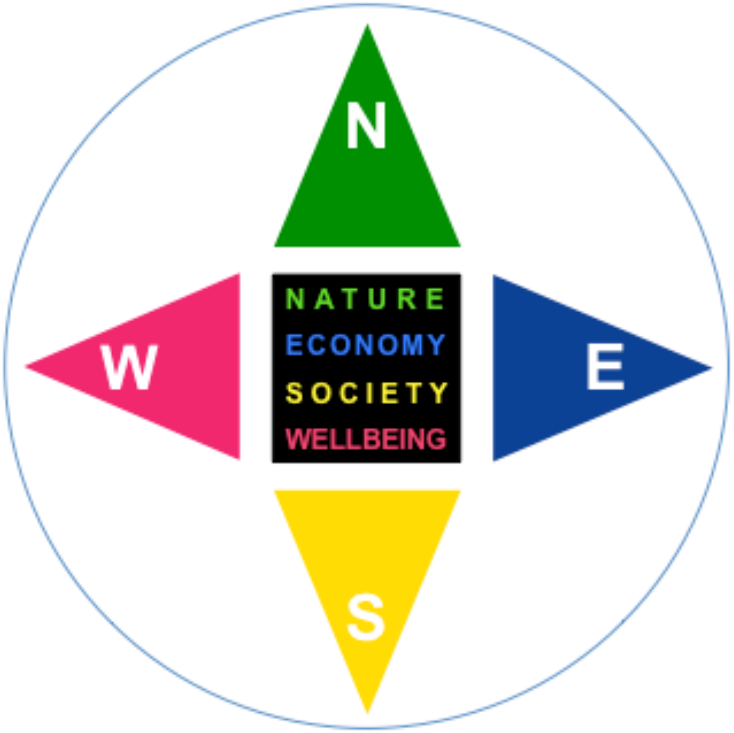
  Production, consumption, employment and work, money, investment, debt, business, innovation

- *S = Society =*

  Governance, equity, transparency, security, culture, institutional management, levels of trust

- *W = Wellbeing =*

  Health, education, self-expression, happiness, relationships, family, creativity, quality of life



It helps us think about issues from many different perspectives

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The Sustainable Development Planning & Action Cycle

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AtKisson's ISIS Method simplifies this to make it easier to use and communicate in practical ways

Then commit to ... **Action**

STRATEGY: Plan how to succeed in making change

INNOVATION: Identify what changes to make for sustainability

SYSTEMS: Figure out why you are headed there, and where you can effectively change direction

INDICATORS: Assess where you are, and where you are headed

Visioning: Starting with the right people and identifying a preferred future.

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Intent of the ISIS Method:

- **Guide and orient you** throughout the sustainability action cycle
- **Help you integrate** other tools and processes in a coherent sequence
- **Accelerate** the process by providing a sharable road map
- **Focus** efforts at the points of greatest impact and leverage

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Graphic Interpretation of the Previous Slide

The ISIS Method ...

can be adapted to a very broad range of situations and levels, from *Beginner* (all ages) to *Advanced* (use of math, models, etc.)

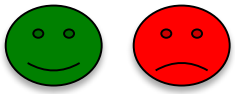
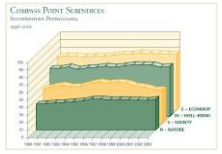
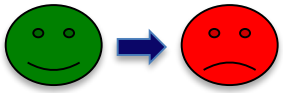
	Beginning	Intermediate	Advanced
Indicators			
Systems			
Innovation			
Strategy			

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Table 1. THE ISIS METHOD: A PLANNING MATRIX FOR SUSTAINABILITY

Use this table to identify which level of complexity and capacity is appropriate to the system *and/or* to the group with whom you are working

	Universal	***Beginner***	***Intermediate***	***Advanced***
I ***Indicators***	***Assemble and analyze information about what is happening***	Look for important issues and trends, and evaluate them as improving, worsening, or staying the same	Develop measurements with data, look for trends and patterns, analyze causes and effects, assess against sustainability criteria	Build comprehensive, robust indicator and reporting systems with performance indices scaled to reflect sustainable conditions, optimal states, and collapse thresholds
S ***Systems***	***Explore key linkages among elements and find the most effective leverage points for change***	Simple sketching and mapping to link issues and indicators in cause-and-effect relationships, identify patterns (understand chains of causality, some basic feedback loops)	Basic modeling of stocks, flows, control/feedback mechanisms, causal loops, and overall dynamics (understand system structures, and change in system behavior over time)	Quantitative modeling, usually computer-assisted, using real or simulated data inputs to explore past system behavior and future scenarios (using system dynamics modeling and/or scenarios)
I ***Innovation***	***Identify specific interventions, changes, techniques and new ideas to be introduced at the leverage points***	Brainstorming of new projects, or adopting and adapting existing initiatives, that can improve a key issue and have beneficial side effects throughout the system	Inventory new initiatives, policies, technologies etc. that are appropriate to a prioritized problem set, and feasible to implement at the identified points of leverage	Comprehensive reviews of best and emerging practice, research and development into new options, testing the effects of implementation in a dynamic systems model and/or scenario
S ***Strategy***	***Plan for implementation, transition, and long-term success***	Identify needed resources, generate sequenced to-do lists, assign tasks to people	Use of "strategy mapping," "SWOT" analyses, "backcasting," "Amoeba mapping" and other techniques to determine best paths forward	Develop a "theory of change" or "logic model," derive goals and objectives, create comprehensive strategic plan with performance metrics, monitor progress
Agreement	***Commit to action***	Create inter-personal commitments: promises, volunteerism, future scheduled events, etc.	Create formal institutional and organizational commitments: task teams, work assignments, budget allocations, timelines, etc.	Create binding commitments: regulations, official policies, funded departments and programs, etc.

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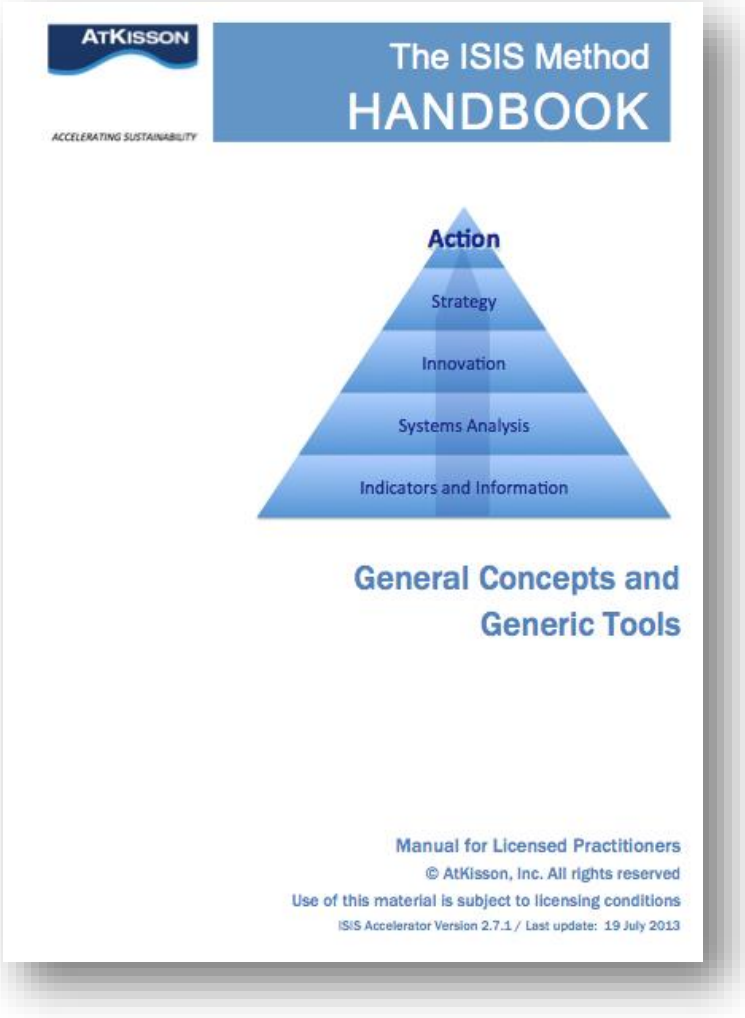
The ISIS Method is *Generic* and *Archetypal*:

Generic

Anyone can use it

Archetypal

Builds on how cognition processes work naturally



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ISIS is a “Do-it-yourself” approach:

“Practitioners are expected to determine for themselves what the most appropriate timing, level of complexity, etc. should be for a particular initiative or project. ”

- From the ISIS Method Handbook

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Generic Methodology

VISIS is a generic methodology

It involves the sequence of working with **Vision > Indicators > Systems > Innovation > Strategy**

Anybody can use and adapt it

Proprietary Tools

Accelerator: Compass, Pyramid, Amoeba are specific tools ("Accelerator")

They require some introduction, training and capacity building

We offer **licenses** to use them and adapt them

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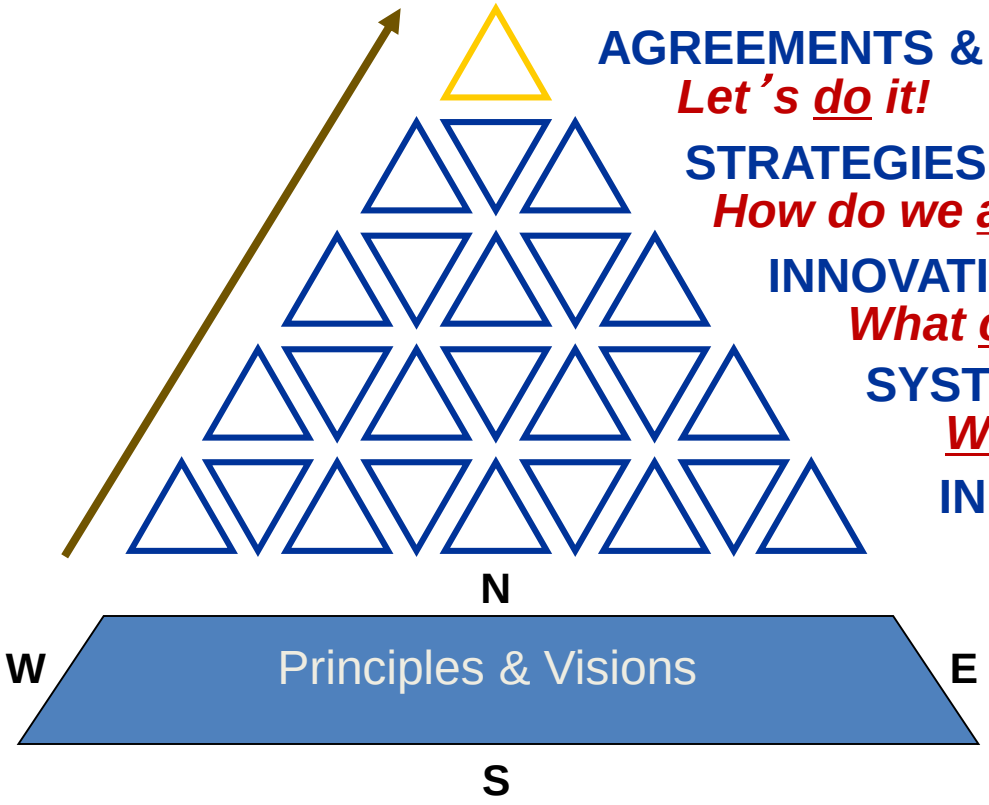
The ISIS Pyramid

Accelerates Action for Sustainability

Trust, Commitment, and Discipline



AGREEMENTS & ACTIONS
Let's do it!

STRATEGIES
How do we accomplish those changes?

INNOVATIONS
What changes can we make?

SYSTEMS
Why is it happening?

INDICATORS
What is happening?

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2 Pyramid

... helps groups move from analysis to action, while building learning and consensus

1

Compass

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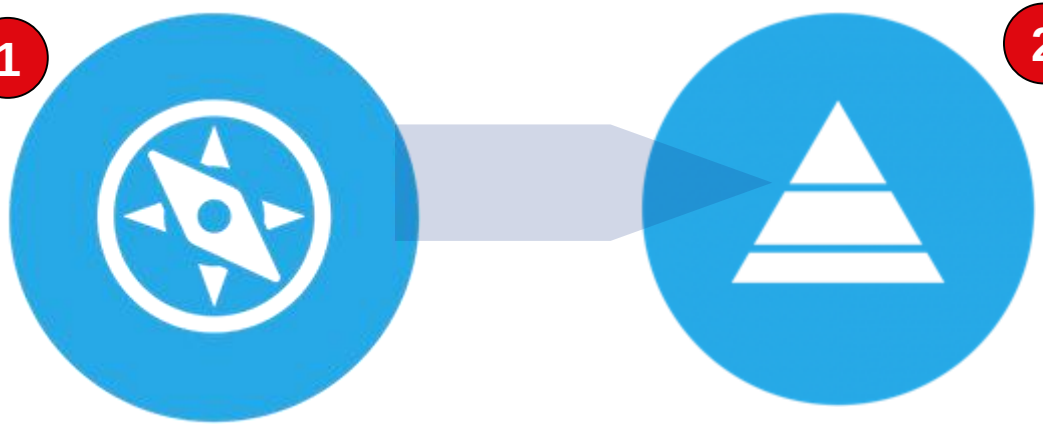

2

Pyramid

- Train on sustainable development
- Educate team & stakeholders
- Develop plans and initiatives
- Do teambuilding
- Build broad consensus for action

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Pyramid

A Tool for Collaborative Strategic Planning, Initiative Design, Professional Training, and Educational SD Programming

A workshop process that combines …

- Understanding sustainability
- Selecting and interpreting indicators
- Basic systems analysis
- Innovating for change
- Strategic planning for sustainable development
- Teambuilding

Pyramid has been used by hundreds of groups around the world

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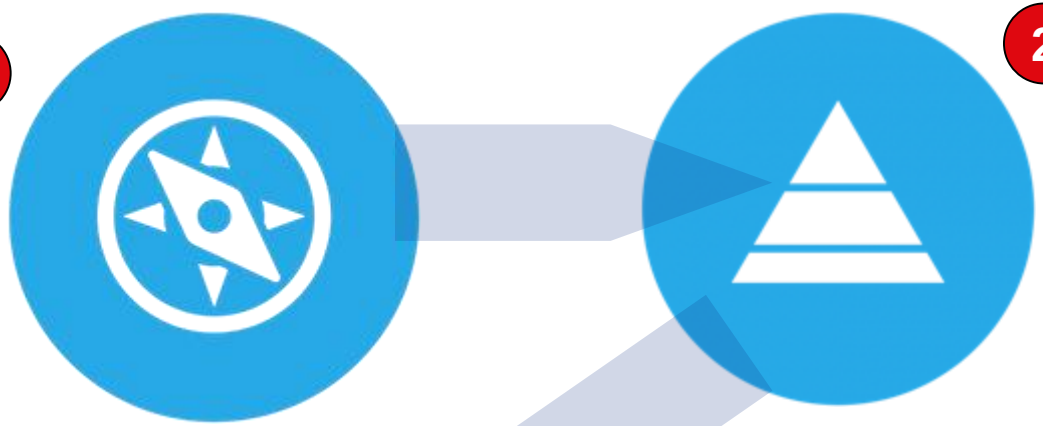
3 Amoeba

Supports innovation and change agentry for SD in organizations



1

Compass

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Pyramid

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Amoeba

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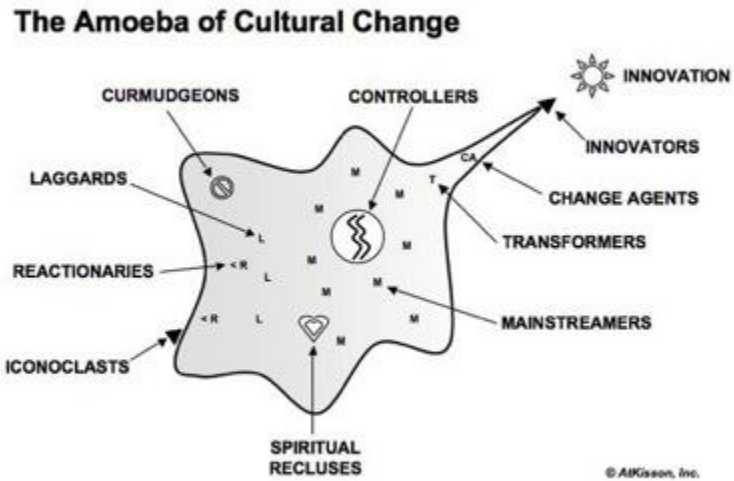
Amoeba

Role-Playing Training Game and Planning Tool

- Map cultural systems
- Identify the points of leverage
- Develop diffusion strategies
- Make sustainability ideas and initiatives more attractive
- Train the “Change Agents”



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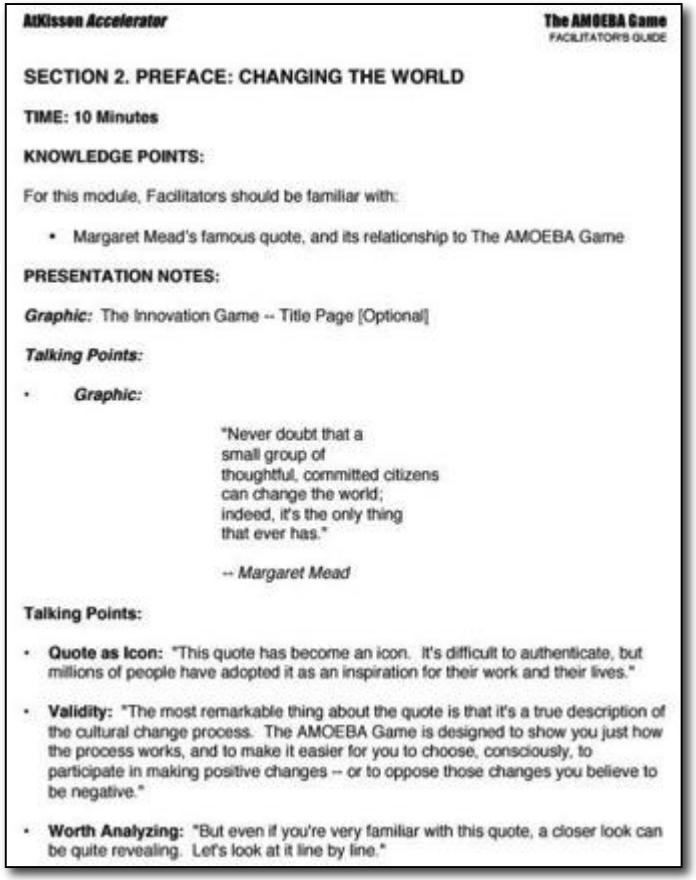
AMOEBA: Training for Culture Change



AtKisson *Accelerator* — The AMOEBA Game, Facilitator's Guide

SECTION 2. PREFACE: CHANGING THE WORLD

TIME: 10 Minutes

KNOWLEDGE POINTS:

For this module, Facilitators should be familiar with:

- Margaret Mead's famous quote, and its relationship to The AMOEBA Game

PRESENTATION NOTES:

Graphic: The Innovation Game -- Title Page [Optional]

Talking Points:

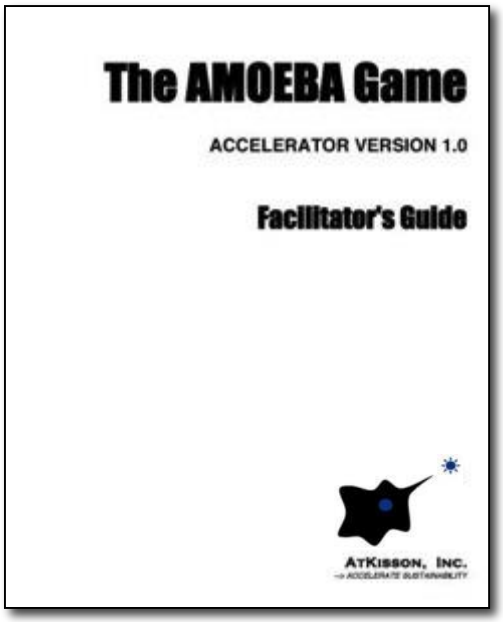
- ***Graphic:***

"Never doubt that a
small group of
thoughtful, committed citizens
can change the world;
indeed, it's the only thing
that ever has."

-- Margaret Mead

Talking Points:

- **Quote as Icon:** "This quote has become an icon. It's difficult to authenticate, but millions of people have adopted it as an inspiration for their work and their lives."
- **Validity:** "The most remarkable thing about the quote is that it's a true description of the cultural change process. The AMOEBA Game is designed to show you just how the process works, and to make it easier for you to choose, consciously, to participate in making positive changes -- or to oppose those changes you believe to be negative."
- **Worth Analyzing:** "But even if you're very familiar with this quote, a closer look can be quite revealing. Let's look at it line by line."



Total Number of Participants	*20+*	*30+*	*40+*	*50+*	*100+*
Innovator	1	1	1	1	1
Change Agents	2	3	4	5	8
Transformers	3	4	6	7	12
Mainstreamers	6	9	12	15	36
Laggards	3	6	9	12	20
Reactionaries	2	3	4	5	10
Iconoclast(s)	1	2	2	2	5
Spiritual Recluse(s)	1	1	1	2	5
Curmudgeon(s)	1	1	1	1	3
Total Number of Roles	20	30	40	50	100

Detailed manuals make it possible for any experienced facilitator to run many Accelerator applications without additional training

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4 StrateSphere

Supports integrated strategic planning and performance evaluation

1

Define sustainability
Perform gap analysis
Gather stakeholders
Orient key actors
Choose indicators
Measure and report
Performance indexing

2

Train on sustainable development
Educate team & stakeholders
Develop plans and initiatives
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Build broad consensus for action

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Train Change Agents
Strategize for innovation
Prepare for cultural change
Accelerate rates of innovation adoption, adaptation, and replication

4

Focus on implementation
Formal strategic planning
Organizing and prioritizing
Finding strategic niches
Evaluating penetration and impact
Highlighting areas for strategic revision

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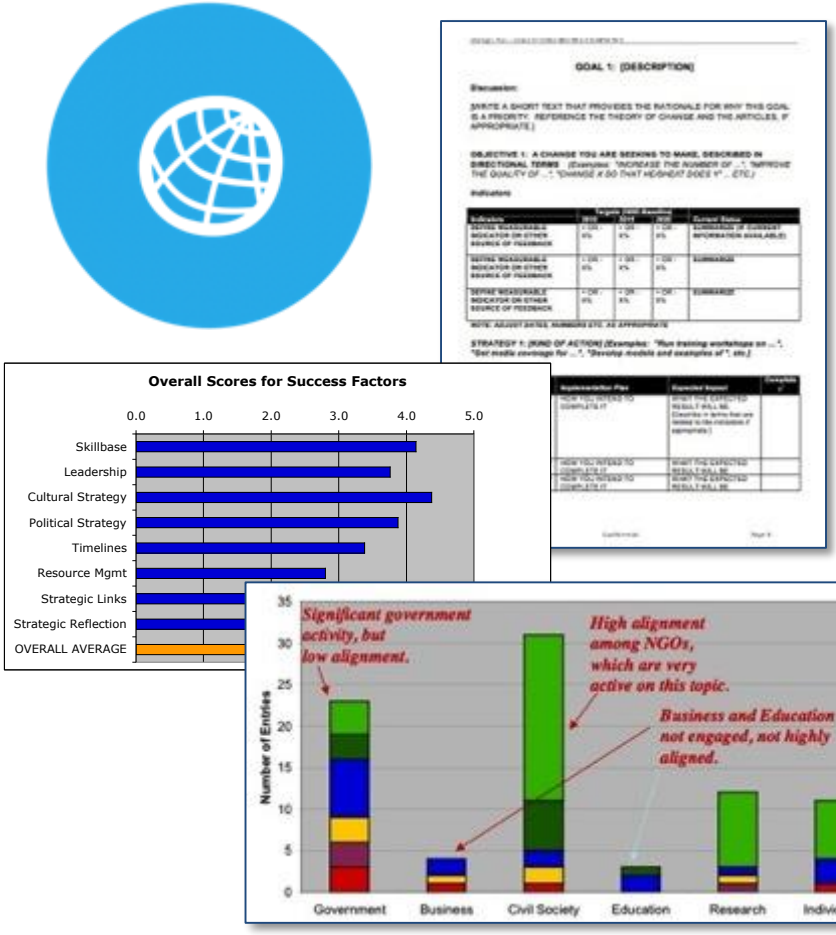
StrateSphere

Tools and Templates for Formal Planning

- Go from ideas to fully developed strategic plans
- Clarify your underlying "Theory of Change"
- Evaluate strategic capacity
- Identify strategic niches



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A Short Compass Exercise

Planning for Community Climate Resilience and disaster risk management & response

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Flood Disaster Risk Management Sustainability Plan

Scenario Goal: Develop the foundational situational scoping (analysis) for a long-term proactive flood risk reduction & response management plan.

This analysis will be incorporate into the plan project log-frame

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Pyramid Level 0 – Preparing the Ground

WHAT ARE OUR MATERIAL ISSUES?

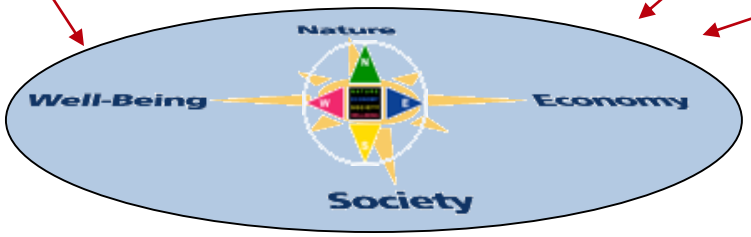
WHO DO WE INVOLVE IN THIS PROCESS?

DEFINITION OF SUSTAINABILITY

VISION, GOALS, OUTCOMES

PRINCIPLES

"OTHER"



Who do we involve in the process?

What do we mean by sustainability?

What are out priorities?

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Level 0 Tasks:

1. Identify which government agencies and other stakeholder groups that should be involved in this process. - Document these for each Compass Point on the Compass Template
2. In 1-3 sentences. Define what an effective integrated flood prevention & management plan would need to look like that reinforces the goals of sustainable development. Record at the top of your Compass Flip chart paper.
3. For each of the four Compass directions, identify the top 4-5 priority material issues that will provide the foundational focus of this integrated management plan.

Material issues include those topics or issues that have a direct or indirect impact on your ability to help or hinder the aheivement of goals and objectives of your integrated flood management plan for all stakeholders and society at large.

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Compass Issue Identification

Nature - what Environmental issues & desired future outcomes can you identify in relation to community climate disaster management?

Economy - what Economic issues & desired future outcomes can you identify in relation to community climate disaster management?

Wellbeing - what Individual Human Wellbeing issues & desired future outcomes can you identify in relation to community climate disaster management?

Society - what Community - Social – Cultural issues & desired future outcomes can you identify in relation to community climate disaster management?

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Task: Prioritizing Issue Areas of Focus

1. Next, for each Compass group brainstorm some key questions that we should be asking ourselves and our stakeholders, which can guide our research towards developing "good" Indicators, Strategies and Plans.

   - Write your answers directly on the Compass template in your Compass Point (in the space provided)
   - Share your questions with the other group members from the other Compass Points;

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Task 6: Desired Future Outcomes

Identify the desired **Future Outcomes** you would like to see happen **with regards to each community Compass Issue indicating a strong, resilient and sustainable community.**

Example:

Nature Issue: Natural ecological buffer zones along key waterways.

Nature Outcome: All key waterways have sufficient (as determined by science) natural vegetation buffer zones on both sides of the waterway, which mitigate water runoff and lessen exposure of communities to food hazard.

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Record all of your information on your Compass

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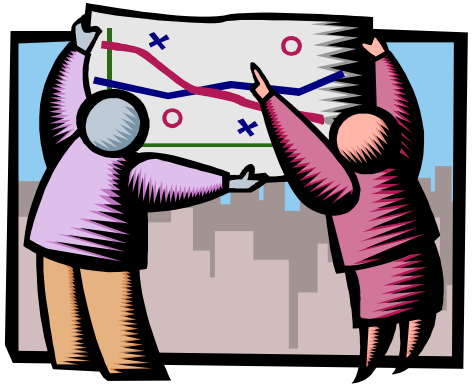
Pyramid Level 1: Indicators

Information about critical & long-term trends



INDICATORS

What is happening? What are the trends? Where are we headed?

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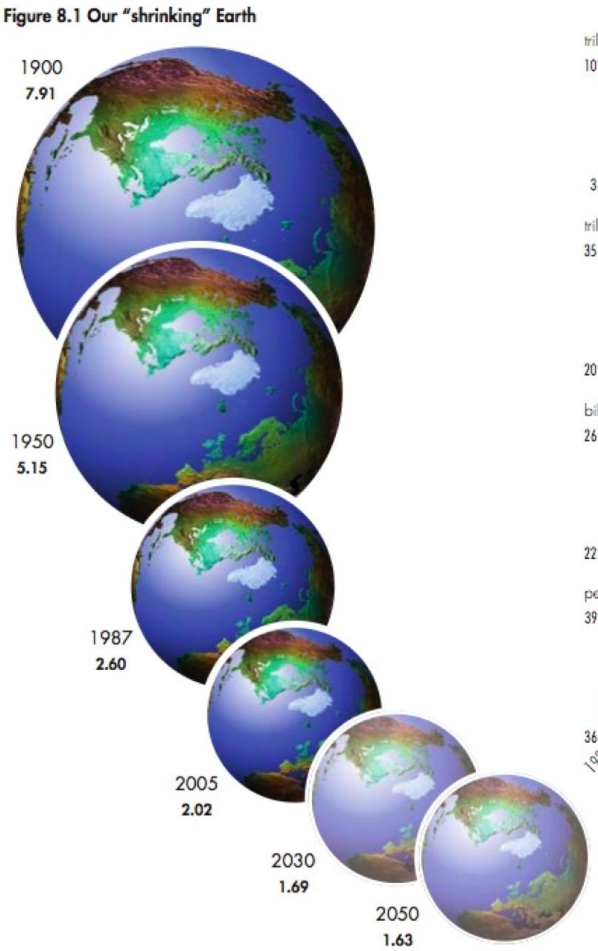
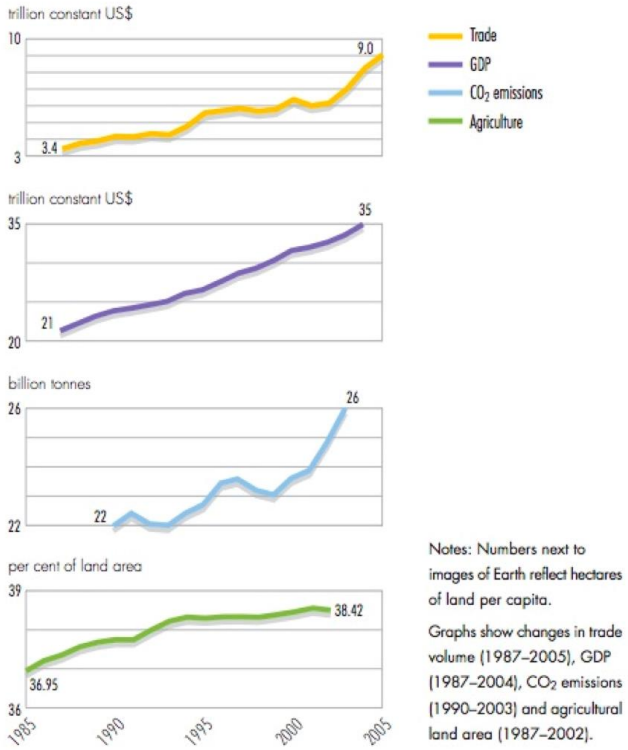
Sometimes we can see what's happening with our own eyes ...

Flying through the "Asian Brown Cloud," flight to Kota Kinabalu, 24 Mar 2009 – Photo by Alan AtKisson

... and sometimes we can't
View from the ground, Kota Kinabalu, 24 Mar 2009

Indicators are information signals about **what is happening ...**
data interpreted in a way that makes it easier to understand





Notes: Numbers next to images of Earth reflect hectares of land per capita.

Graphs show changes in trade volume (1987–2005), GDP (1987–2004), CO_2 emissions (1990–2003) and agricultural land area (1987–2002).

Sources: FAOSTAT 2006, Chapter 9 population projection, WTO 2007, GEO Data Portal compiled from UNPD 2007-low estimate, World Bank 2006a, UNFCCC-CDIAC 2006 and FAOSTAT 2004

CLIMATE CHANGE

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Level 1 Indicator Tasks Summary

1. Review your priority materiality issues and desired future outcomes.

2. Select one “good” Indicator that can provide the necessary data for each issue / outcome set.

Note: Remember who is the stakeholder group who needs to engage with this indicator

(feedback response)

3. Develop a Behavior over Time Trend graph

4. Record your information on the Post-it Notes provided.

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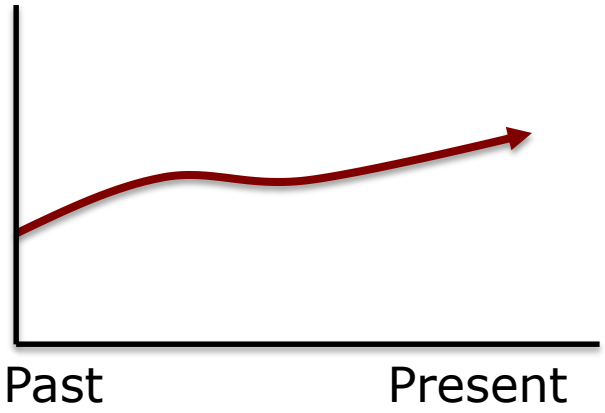
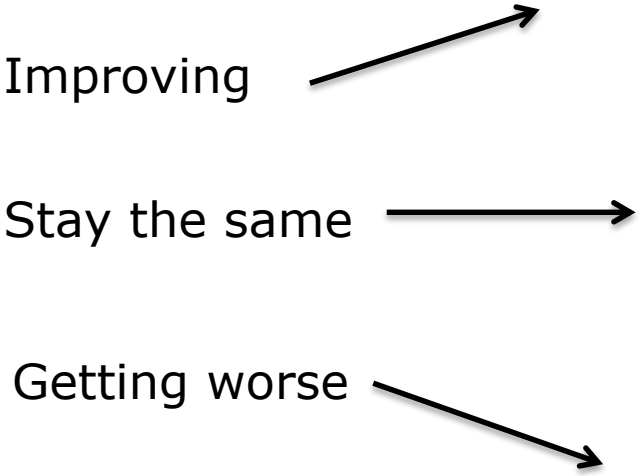
Level 1 Task: Choosing Sustainability Indicators

Instructions:

1. Identify 1 good Sustainability Indicator for each of your priority desired future outcomes for each Compass point.

2. Make a general trend graph of what your feel is the direction and rate of change of each indicator over the past 10 years.





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Level 1 Task: Choosing Sustainability Indicators

Remember: Indicators are measurements and sources of feedback to determine current status and changes in conditions that are relevant to your goals and objectives.

(e.g. ensuring Sustainability of our company / organisation)

Make sure to think about who will be engaged with this information (i.e. which stakeholders will be interested in this data?)

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Seven Criteria of a Good Sustainability Indicator

- √ **Relevant . . . i.e.** directly connected to the issues you are concerned with
- √ **Measurable . . .** objective or subjective, qualitative or quantitative
- √ **Reliable . . . i.e.** you can trust the data
- √ **Understandable . . . i.e.** the average person can "get it"
- √ **Clear in Direction . . .** it is obvious which direction is "good"
- √ **Responsive . . .** they react when you make change
- √ **Linked . . .** causal linkages with other indicators across sectors

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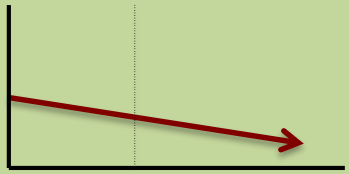
Replicate on Post-it Notes and Post on your Compass template

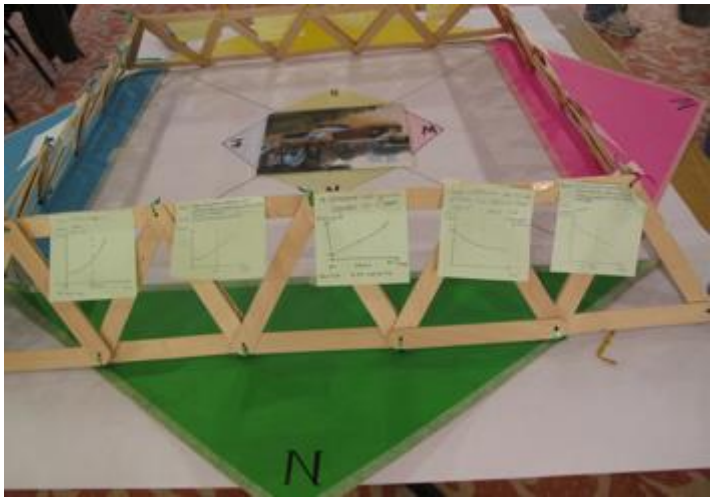
Example

Nature

Issue: Water pollution in surface water sources.

Indicator: Number of surface water sources that meet Class 2 Standards (good water quality).





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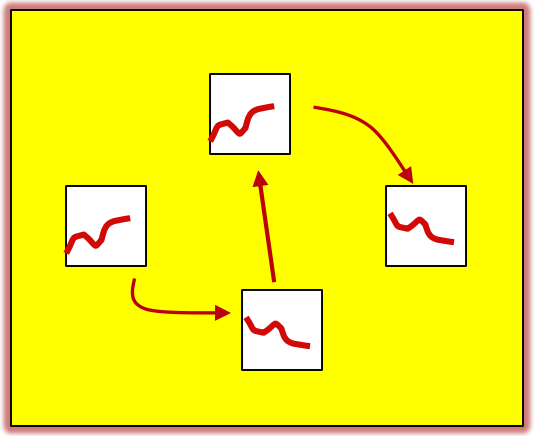
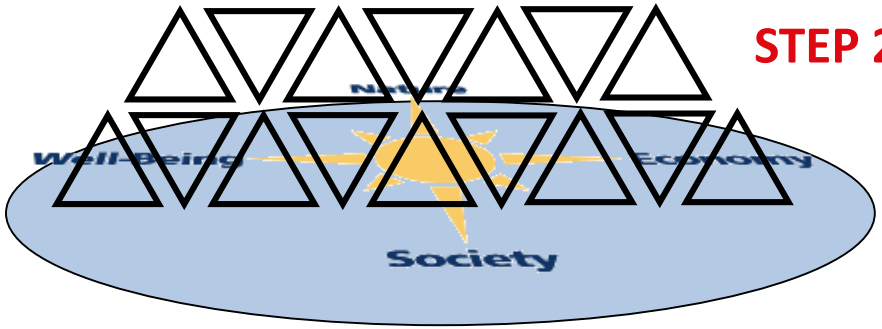
Pyramid Level 2: Systems

Why is it happening?

What causes what?

What is the most important thing making our trend happen ?





STEP 2: SYSTEMS

INDICATORS

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Pyramid Level 2: Indentifying Linkages

Step 1: Identify Cross Systems Linkages

1. Discuss with your group the key linkages that you can find between the different Compass Point Indicators. Share your opinions and findings with the others.

1. Use your markers to draw arrows to draw the links between different indicators.

2. Identify hubs or concentrations of system links (high impact leverage points)

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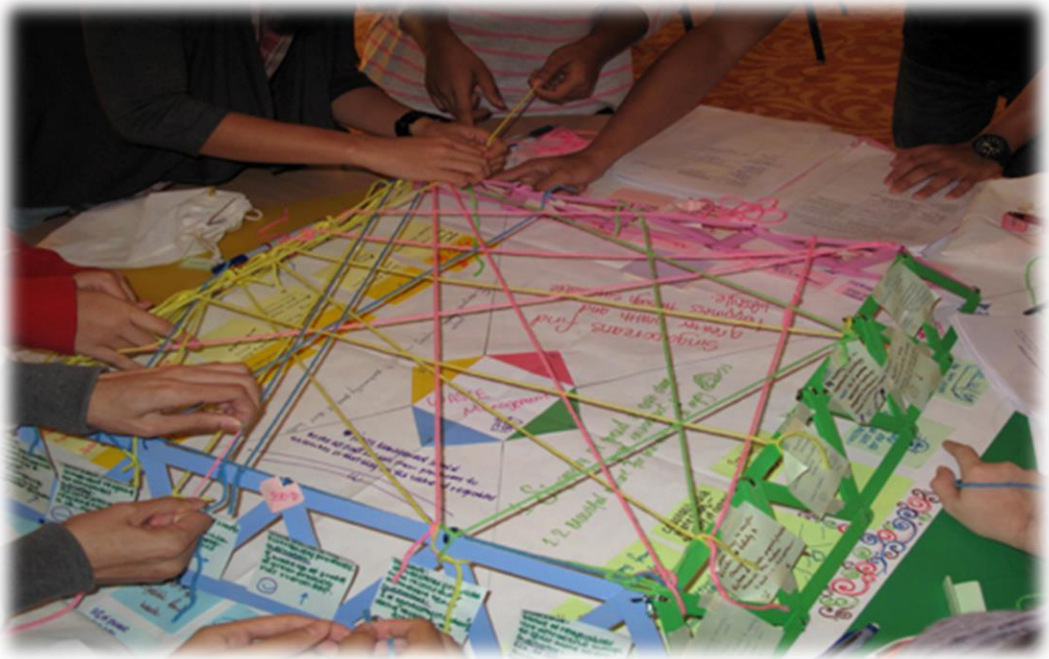
Pyramid Level 2: Consider Linkages

Note: In a Pyramid Process, we would use the colored yarn to physically link together (tie) the indicators that you see some form of causal relationship between (whether it be direct or indirect relationship).



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Three Ways to Create a System Map

You can choose your preferred approach:

- **The "Jigsaw Puzzle" Approach**
  - Put all the puzzle pieces (indicators + other system elements) on the table and start seeking cause-and-effect links, patterns, and loops
- **The "Mental Model" Approach**
  - Start with your existing stories or beliefs about how things work, then match the indicators to the mental picture you have – and make adjustments based on new insights you have about the connections and causal relationships
- **The "Start with One" Approach**
  - Start from one indicator – usually, one reflecting a trend that you have a special interest in influencing – and begin to ask, "What is causing this to happen? (And what is causing that? and so on.) And what effect is it having? (And what effect is *that* having? and so.)

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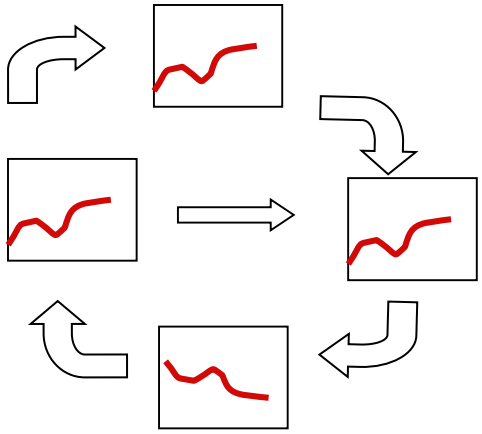
Systems Diagramming Exercise

Step 1:



Identify one or more important feedback loops that can have implications for long-term sustainability in your company

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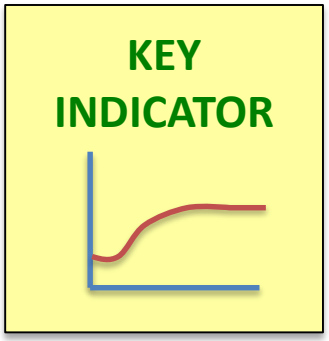
Systems Diagramming Example

Drivers / Causes **Responses/ Effects**

1. Start with one key Indicator from your Level 1 Compass Indicators and put it in the center of your paper.



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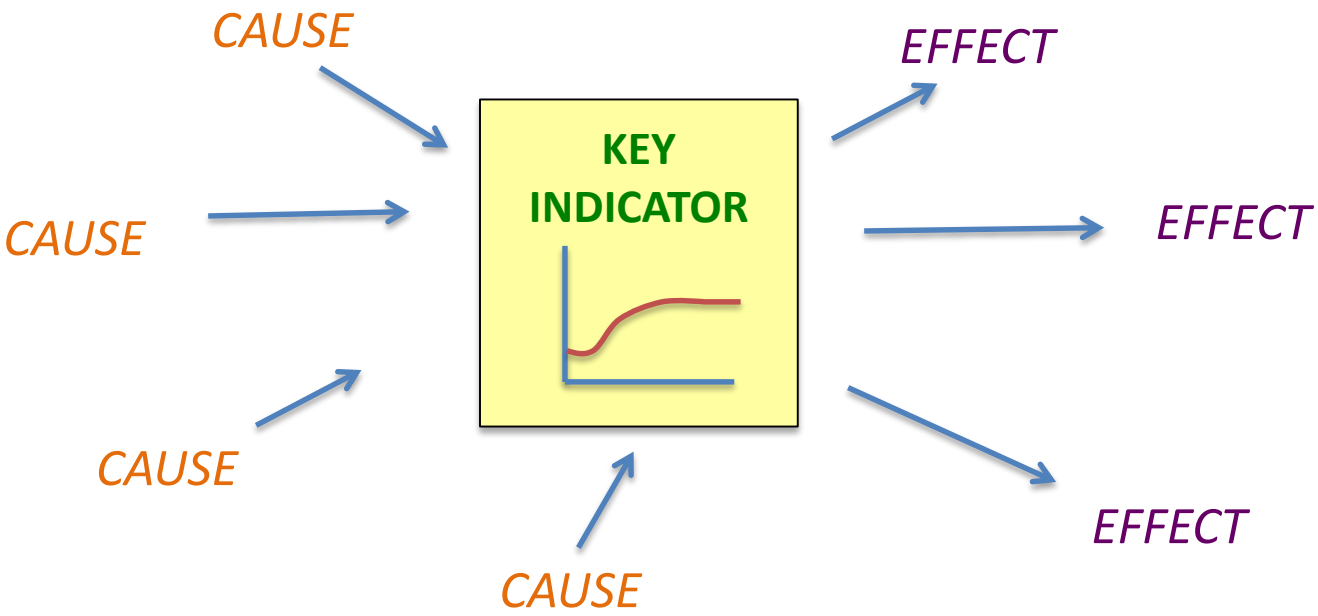
Step 1 - Systems Diagramming

Drivers / Causes **Responses/ Effects**

2. Start asking “What causes that to happen?” (drivers) and “What impacts does that cause?” (responses)



Note: remember to try and link to trends in all 4 Compass Points

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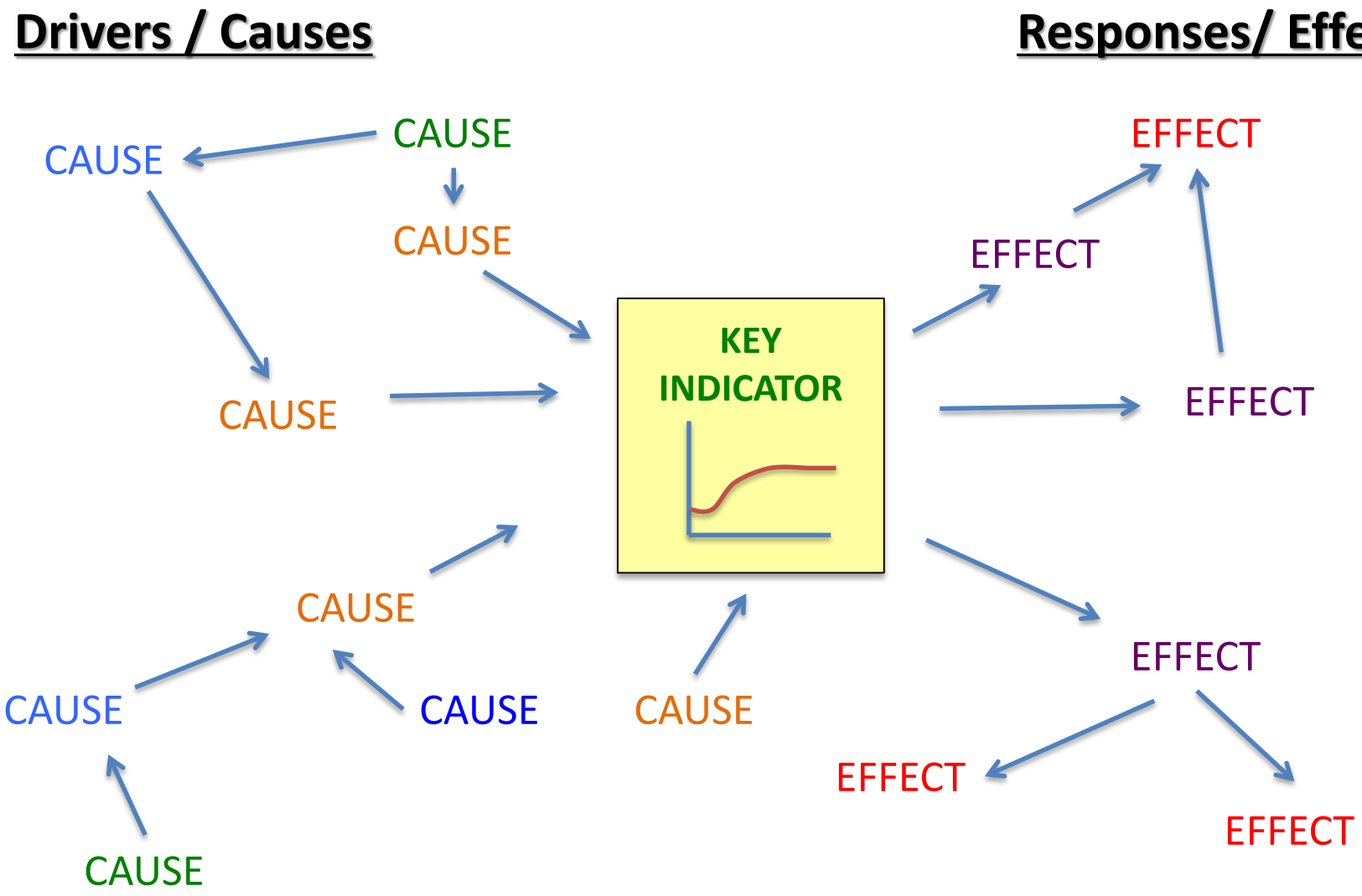
Step 2 - Systems Diagramming



Elaborate out to 2-3 layers away from the central trend – e.g., cause > cause > cause > key indicator > effect > effect > effect

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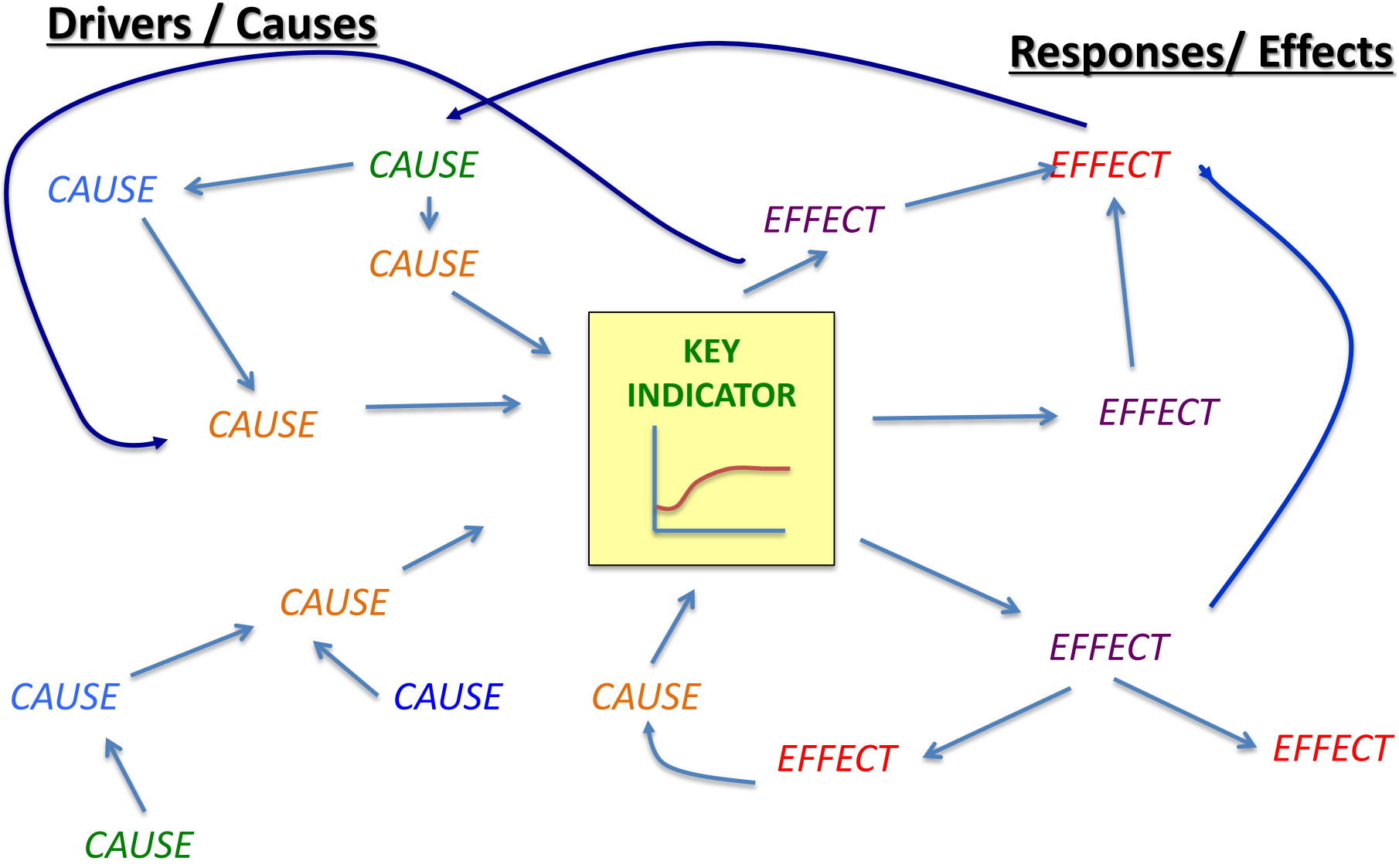
Step 3 - Systems Diagramming



Identify feedback loops, especially that link from effects back to primary causes.

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Drivers / Causes

Responses/ Effects

Transport Options
and type of transport options available

Transport choice
# of people who drive to work

Car Ownership
Car ownership per capita

Economic Incentives
Amt. and number of incentives to purchase cars

Road Capacity
Car density per roadway

Traffic
Time it take to get to work/ home

Pollution
Air pollution level in ppm

Stress
# of reported stress related illnesses

Health
Total number of patient visits in city hospitals

Happiness
Level of satisfaction

Productivity
Efficiency of production (value of inputs vs outputs)

Economic Health
GDP growth rate

Government Transport Policy
& type of transport related policies promoting Green options

Quality of Life
Perception of QoL or Standard of Living

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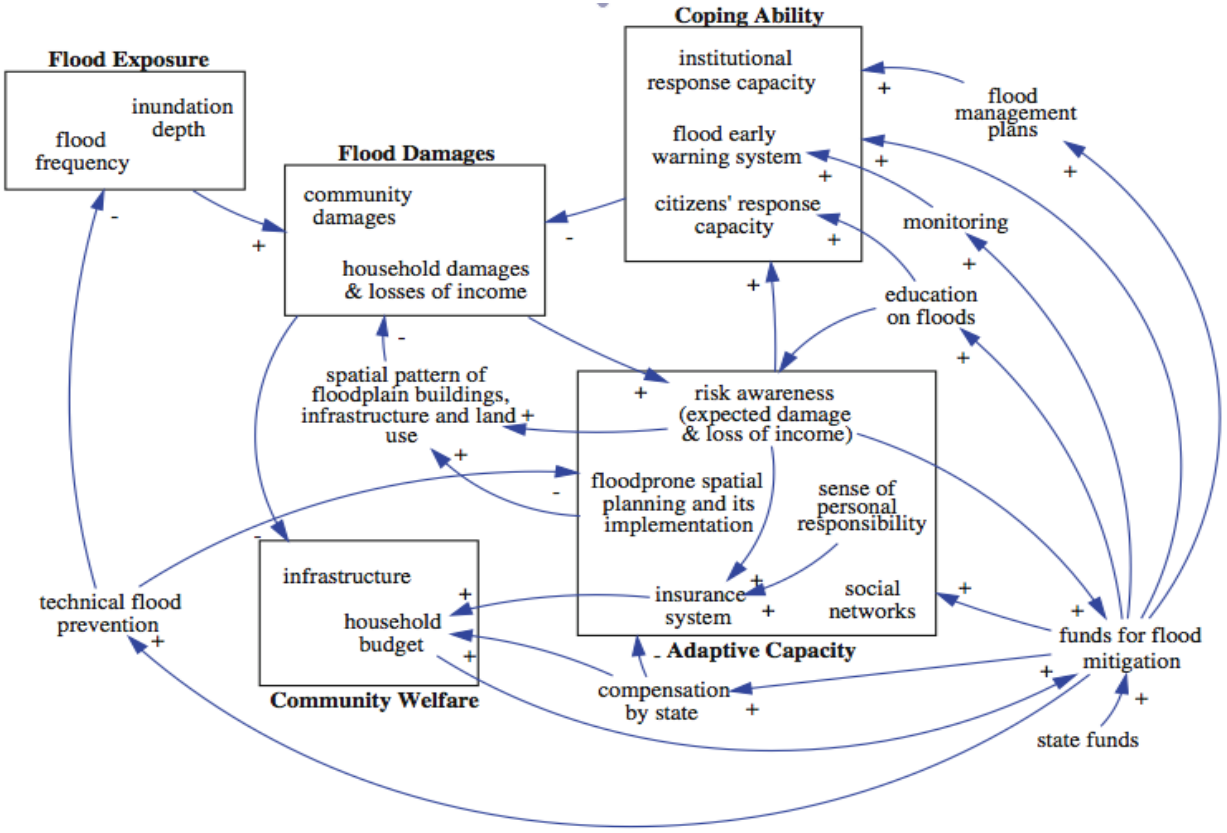
Example use of Causal Loop Systems Diagramming – flood preparedness



Group models developed for the Transcarpathian Tisa basin: the causal-loop-diagram (1) of a concept of flood preparedness that links coping ability (short-term measure in the case of a hazard event) and adaptive capacity (long-term preparedness). The pluses (?) and minuses (-) indicate the polarity that the relationship is assumed to have (thanks to Piotr Magnszweski for contributing to the model structuring)

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Step 1: Construct a System Map

Each Compass Group…

1. Select the most important issue/ indicator / trend from you four, especially looking at linkages with other Compass Point indicators
2. For your System and main Indicator, come up with a System Change Goal (what do you want to change?)
3. Build a simple systems map that links your indicators with others (both from your own indicators and those from other Compass Groups

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Level 2 System Analysis

Step 1:

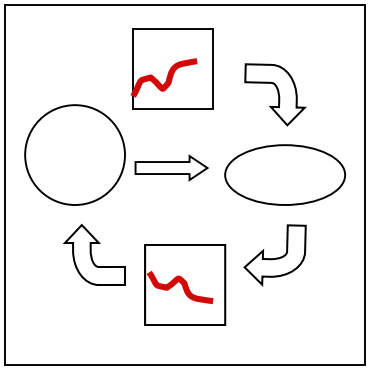
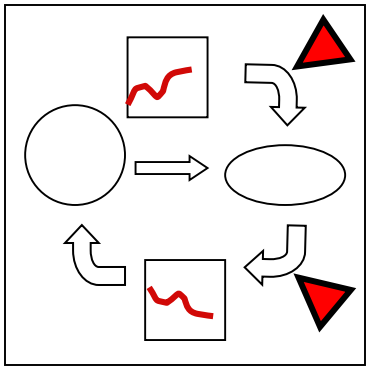


Figure out how trends, decision-making, and information flows are linked together in multiple cause-effect relationships

Step 2:



Use that analysis to identify the best leverage points for introducing change

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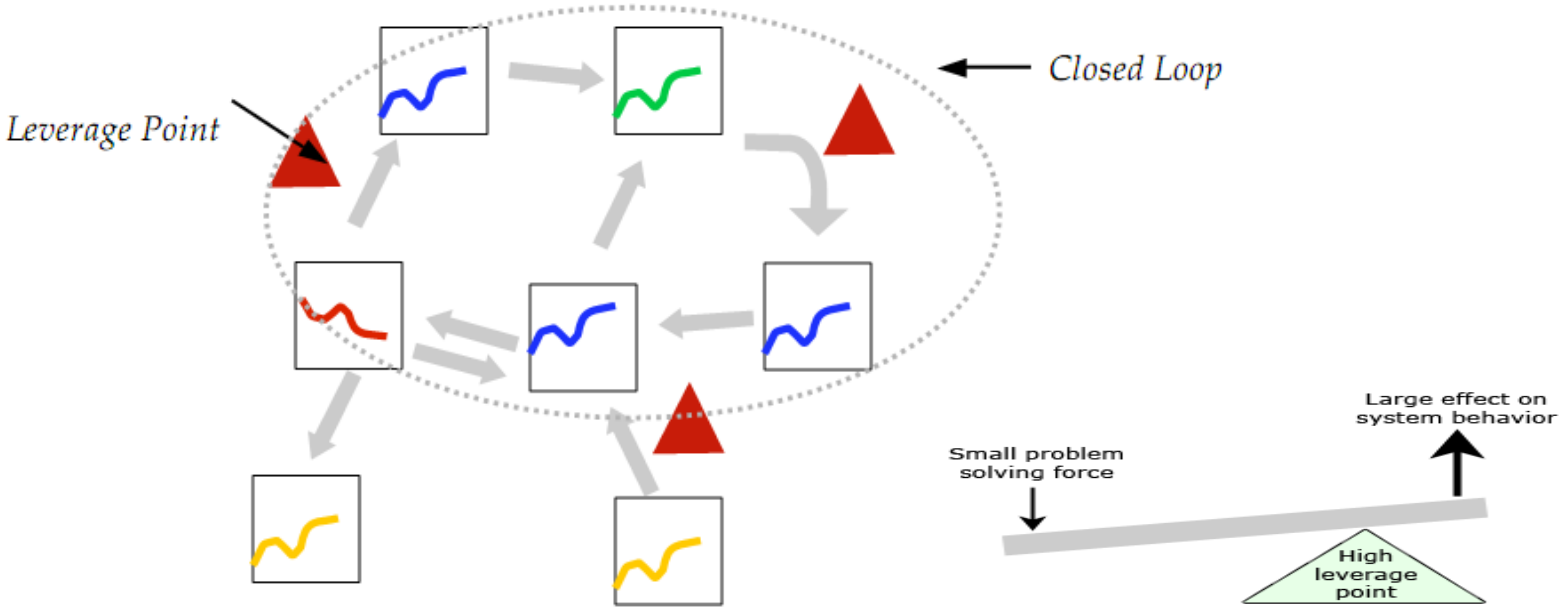
Finding the Leverage Points for system intervention

Leverage points are places in your system map where you can intervene with an projects, program, technology, policy, etc. that will change the system relationships towards the direction that you want and be reflected in your main Indicator.



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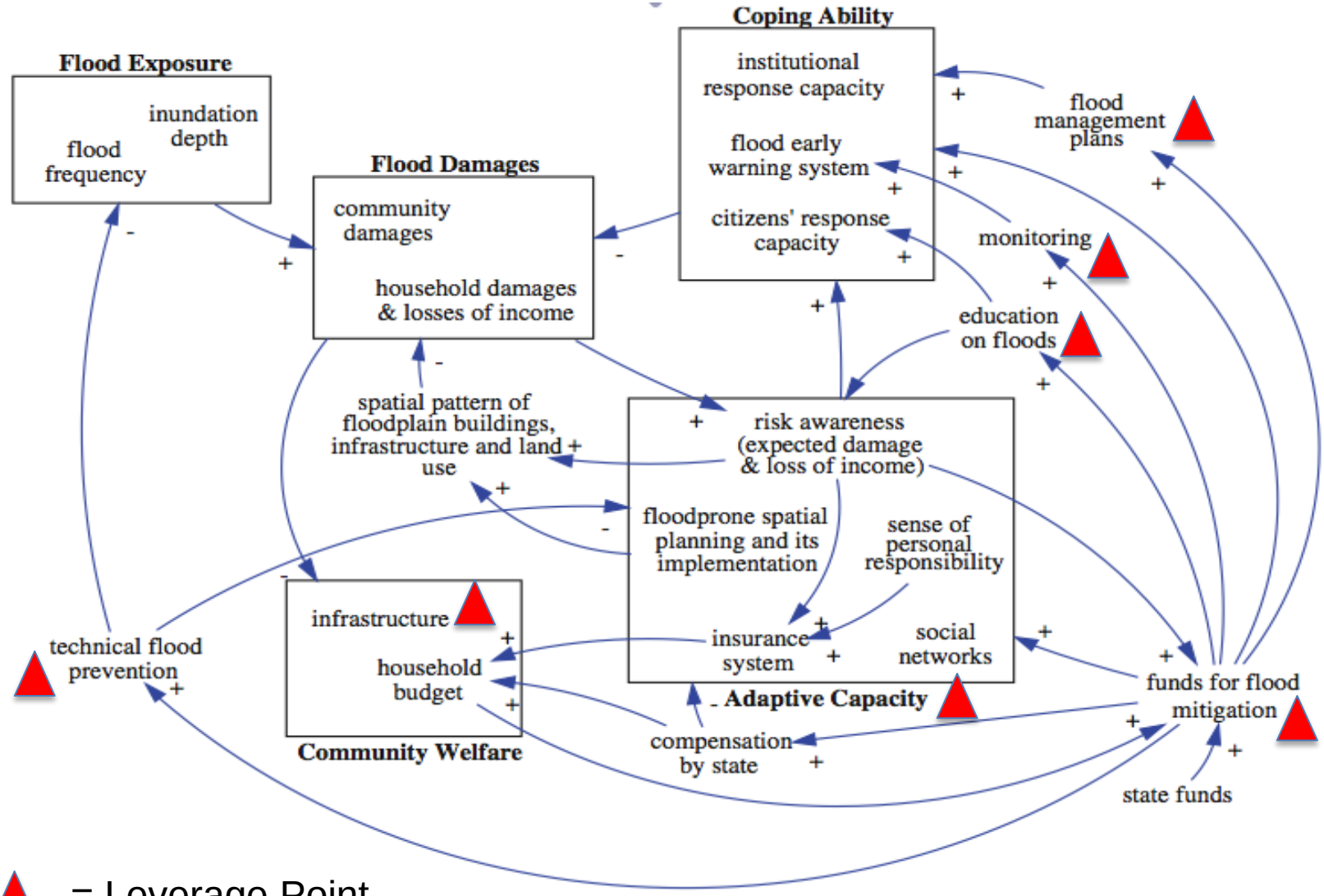
Identifying key Leverage Points for Intervention



▲ = Leverage Point

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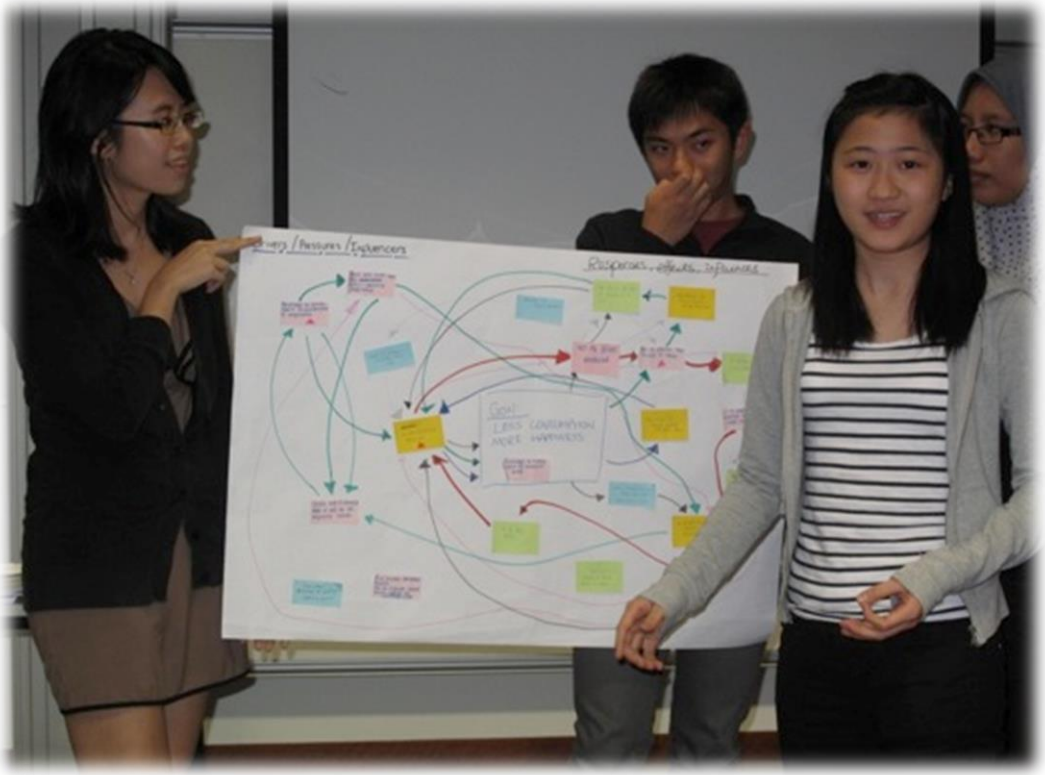
Step 3: Compass Group System Presentations



Each Compass Team …

- Identifies their central indicator and what is the goal you want to achieve
- Identifies the main feedback loops and tells the story.
- Identify the key leverage points for each loop.

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Construction of Pyramid Level 2 Systems

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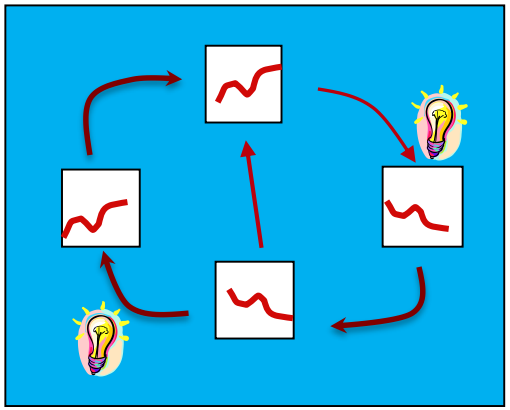
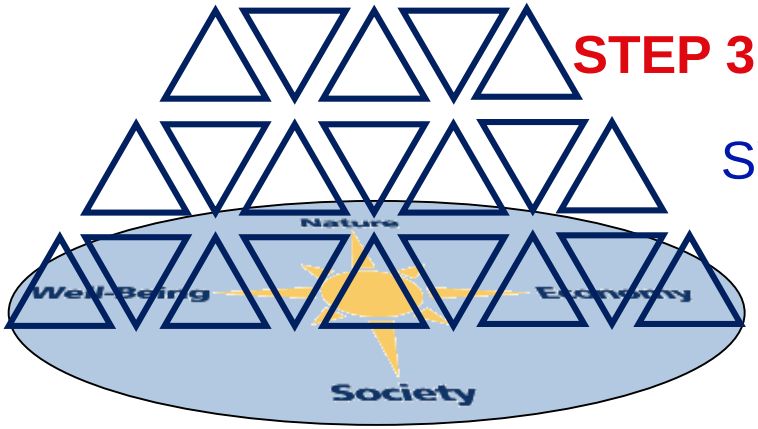
Pyramid Lite Level 3: Innovation

What kinds of change would be most effective ... for the whole system?





STEP 3: INNOVATIONS

SYSTEMS

INDICATORS

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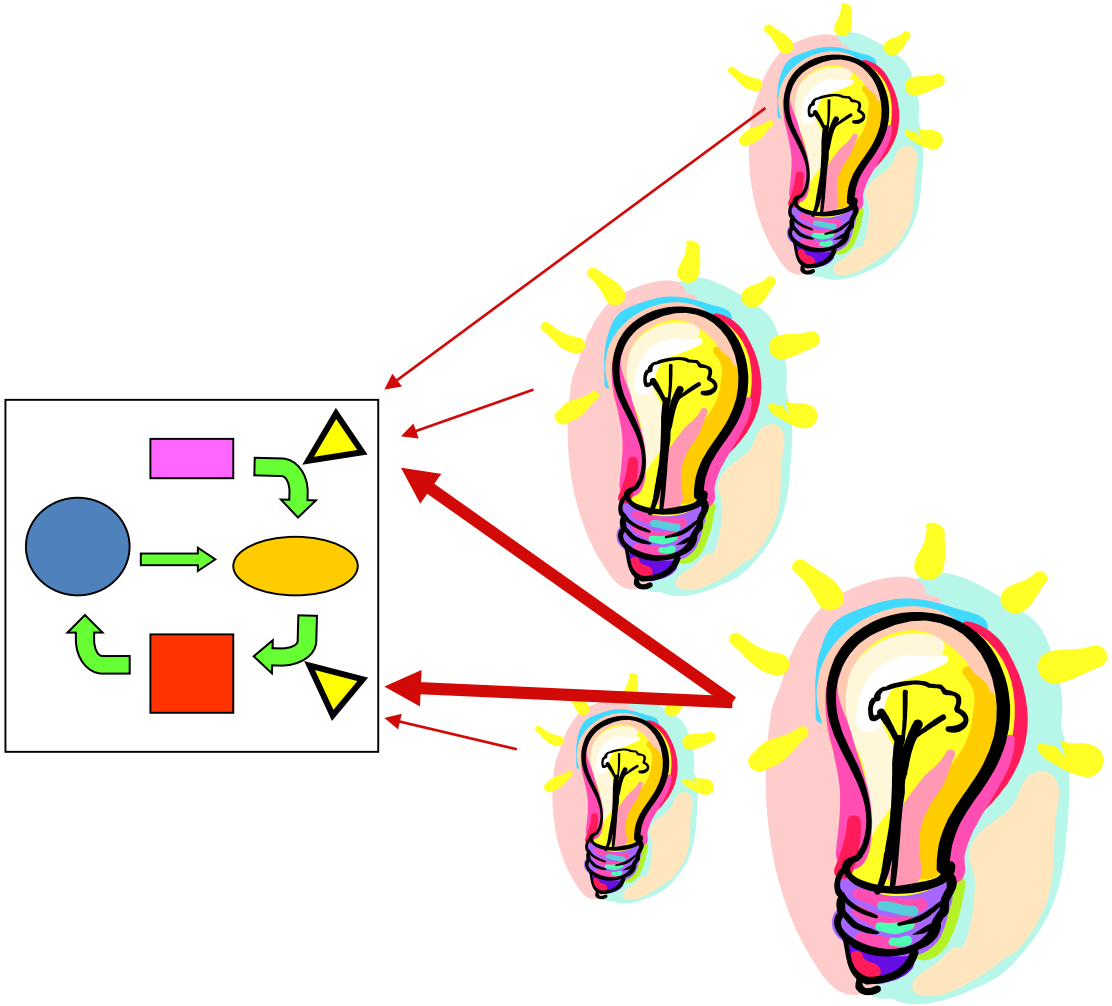
Innovation: What we do at the leverage points



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What Sustainability Innovation Means

- ✓ New targets and standards
- ✓ New materials and technologies
- ✓ New controls and feedback mechanisms
- ✓ New information flows to new people
- ✓ New rules, policies, incentives
- ✓ New forms of organization, cooperation, collaboration
- ✓ New models, frameworks, environments
- ✓ New overarching goals and visions
- ✓ New knowledge, skills and capacities
- ✓ New mindsets and paradigms
- ✓ A NEW WILLINGESS TO TRY NEW THINGS

Adapted from "Leverage Points: Ways to Intervene in a System," by Donella H. Meadows. Available from www.sustainer.org

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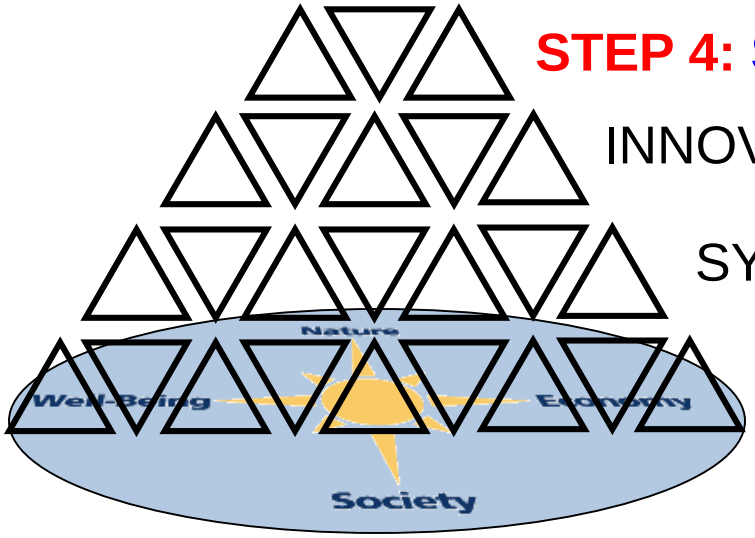
PYRAMID LEVEL 4 – STRATEGY

How do we get buy in for the idea?

How do we effectively implement our ideas?



STEP 4: STRATEGIES

INNOVATIONS

SYSTEMS

INDICATORS

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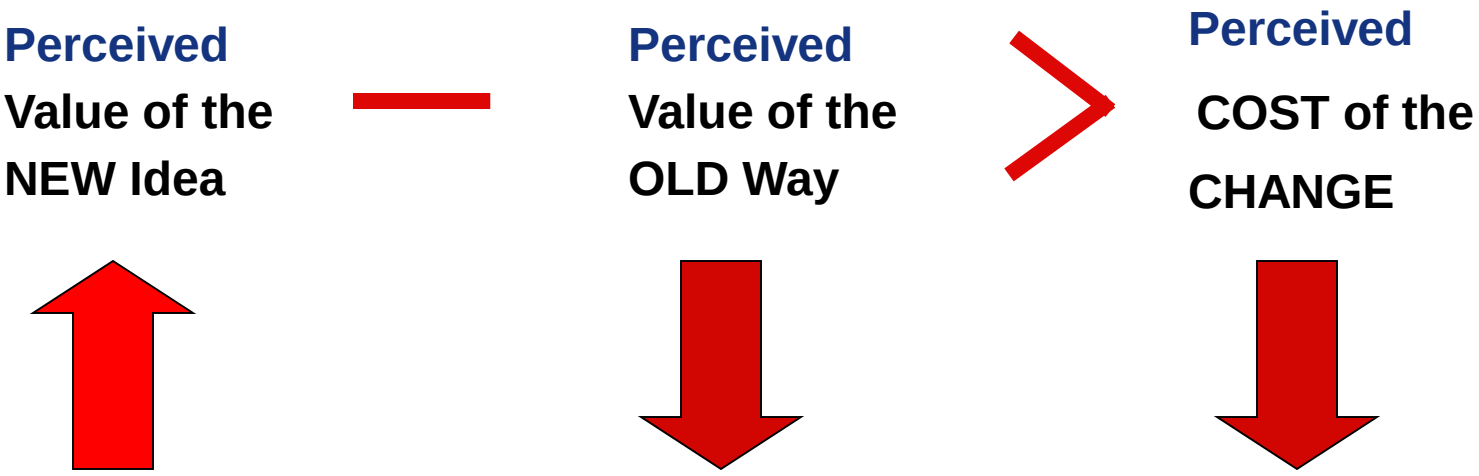
The Three "Avenues for Action"

The Gilman's Equation for Innovation Adoption

N - O > CC, or ...



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Pyramid Level 5 - The Capstone Agreement

Catalyzing Community Climate Resilience

Making the Connection to the Real World

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Compass Accelerate in Practice

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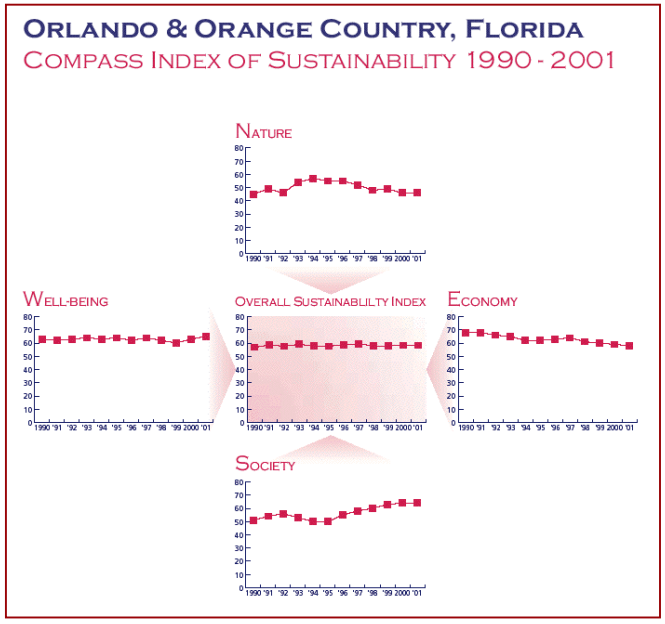
Sustainability Indicator Projects
Orlando: Healthy Community Initiative

- *Compass Index*
- *Pyramid Strategy*
- *Expert Forums on Linkages*
- *Sustainability Awards Program*



Results:

- *Local funders use results to set funding priorities*
- *Political leaders use to focus attention on system drivers*

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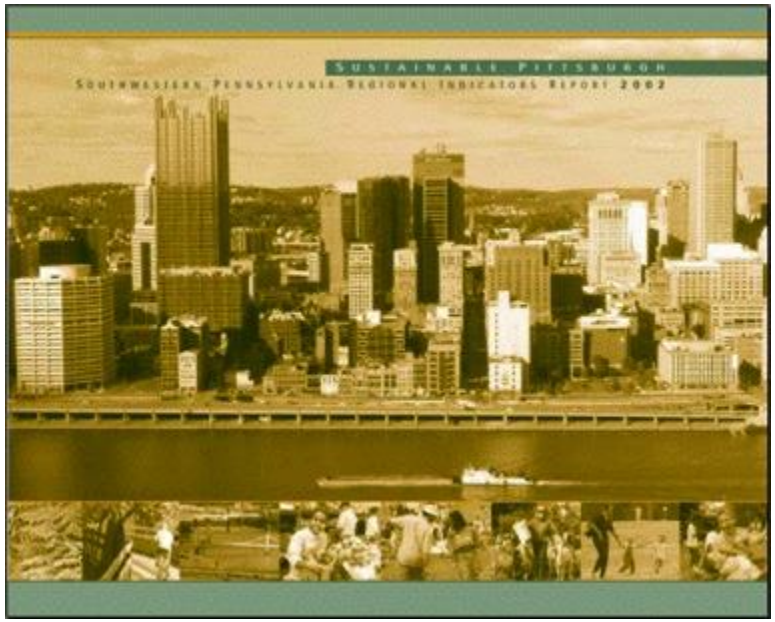
Sustainability Indicator Projects

Sustainable Pittsburgh …

- Regional Outreach Strategy
- Compass Report and Community Indicators Handbook



Results:

- Contributed to Launch of Smart Growth Partnership
- Pyramid Workshop to Train Partnership Founders in S.D. and Generate Strategic Options

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Source: http://www.sustainablepittsburgh.org/

Sustainability Indicator Projects

New Orleans/SE Louisiana: Top 10 by 2010

Process

- Regional multi-stakeholder dialogue process
- Compass-based indicator system
- Pyramid-based strategic planning (behind the scenes)

Results to Date:

Direct impact on regional economic development strategy and foundation giving as well as new insights on key challenges facing region ... and the leverage points to address them

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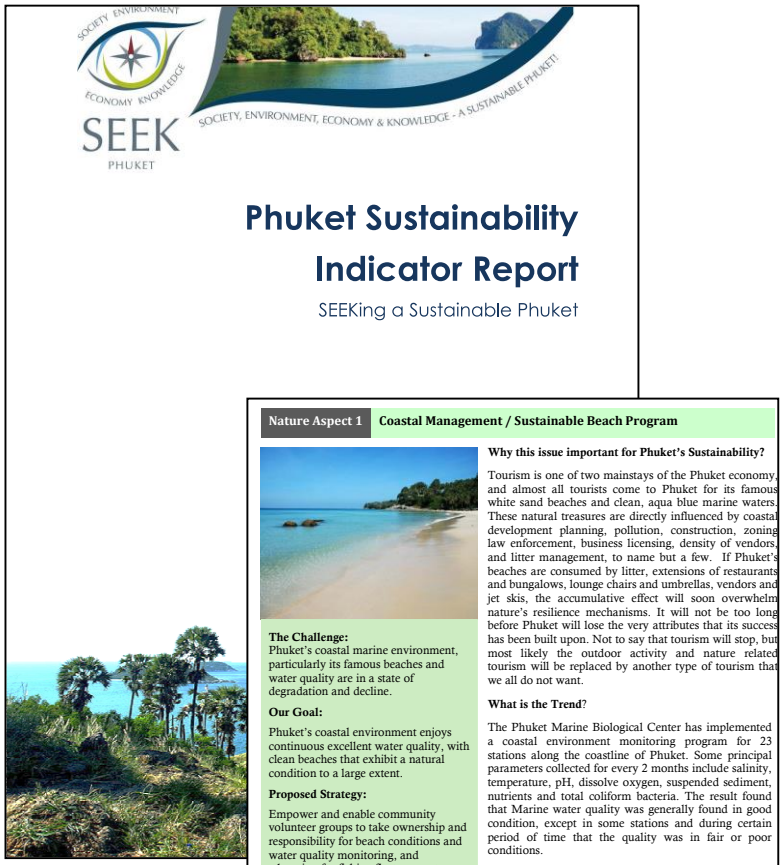
Sustainable Phuket Initiative

Developing Sustainability Indicator Framework

Phuket Sustainability Indicator Report was presented to the Phuket Governor on 22 November 2013….



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Sustainable Community Development

- Nine work groups met three times to develop “visions, goals, and metrics
- All work groups brought together for intensive one-day working session using Pyramid

Results:

- Rough draft of indicator report
- Estimate of long-term trends
- Rough draft systems analysis
- 100s of ideas for innovation
- Consensus list of top 25 initiatives

Community Development of Multi-sector stakeholders Molby, Sweden

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The U.S. Army Installation Sustainability Program

- Individual bases (e.g. Fort Lewis) pursuing 25-year sustainability initiatives
- Bases and base commanders leading surrounding communities and other federal agencies to adopt innovations (e.g. energy, water, community involvement, smart growth)
- Installation Sustainability Program won Presidential Award in 2003

Base Stakeholders Brainstorming Sustainability Indicators Fort Lewis Army Base, USA

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Regional Policy Making

- Eleven Baltic nations in a cooperative initiative for regional sustainable development
- Mandate from the Prime Minister level
- Driven through government ministries, but multi-stakeholder in character and governance
- Seeking a new strategic mandate for 2004-2010
- Adopted ISIS / Pyramid to develop a new strategy
- Process to culiminate with Prime Ministers summit in June 2004

Baltic Countries' Environmental Ministers, The Riga Proposal: Agenda 21 for the Baltic Sea Region

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Latvia, Ministry of Spatial Planning

TYPE OF ORGANIZATION:

National government

WHO PARTICIPATED:

Representatives from nearly all ministries + stakeholders from sectors (business, academia, NGOs, etc.)

PURPOSE:

Develop new long-term, sustainability-oriented policies for land use

RESULTS:

New set of spatial planning principles developed and passed into legislation

The Capstone Agreement from the Latvia pyramid, with four new sustainability principles for spatial planning. These principles were included in legislation prepared the following week.

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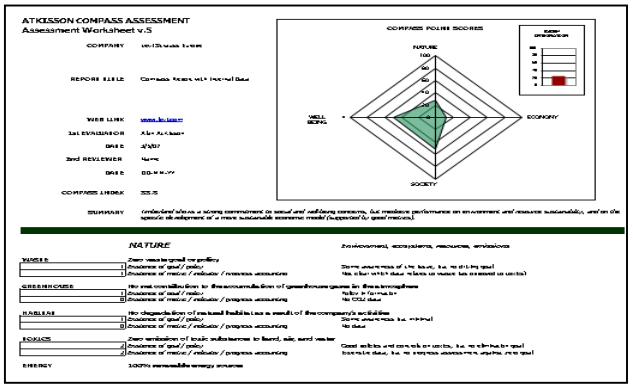
Corporate Sustainability with Indonesia Business Sectors

- GOAL: promote sustainability scheme to business community and assist the companies to have long term commitment toward sustainability, measurable progress, and more accountable sustainability report.
  - **PT ANTMA tbk (mining industry)**
  - **INCO Mining tbk**
  - **Losari Eco-Resort & Spa**
  - **Indah Kiat Pulp & Paper**
  - **Indonesia Power**
  - **Bank Negara Indonesia (BNI)**
- **Result:** All companies were able to develop their own specifically tailored Sustainability Indicators to support companies' sustainability performance.



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Green Office Training and Planning

- Project of Singapore Ministry of Foreign Affairs and Singapore Environment Institute (SEI) as part of ***Initiative for ASEAN Integration*** August – November 2008.
- Cambodia, Laos, Myanmar and Vietnam
- Training for government officials on how to plan for , ***develop and implement a sustainable 'green office' culture*** through resource and energy conservation and efficiency.

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Singapore Youth Environmental Envoy Training & Project Development

Singapore National Environment Agency
Youth Environmental Envoy Programme
2004-2009

- Over 400 Youth Leaders from high schools, polytechnics, universities and business trained
- Provide conceptual and practical training on the process of sustainable development.
- Provide a framework and launching point for the YEEs to develop environmental sustainability related projects
- provide tools and skills to encourage environmental sustainability projects and actions.

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Pyramid 2012 — A “Global Workshop”

PYRAMID 2012

www.Pyramid2012.net

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The Pyramid 2030 Campaign

A global workshop campaign for sustainable development

About Pyramid 2030 | The Workshop | Join the campaign | Submit a story | Pyramid stories | Resources | Contact

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Supporters *are organizations who publicly endorse the campaign and help to spread the word.*

Sponsors

The AtKisson Group. Pyramid 2030 was initiated by the AtKisson Group, one of the world's pioneering sustainability knowledge and consulting networks (founded in 1992). AtKisson Group members include consulting and training companies, university

Pyramid 2030

Join the campaign now!

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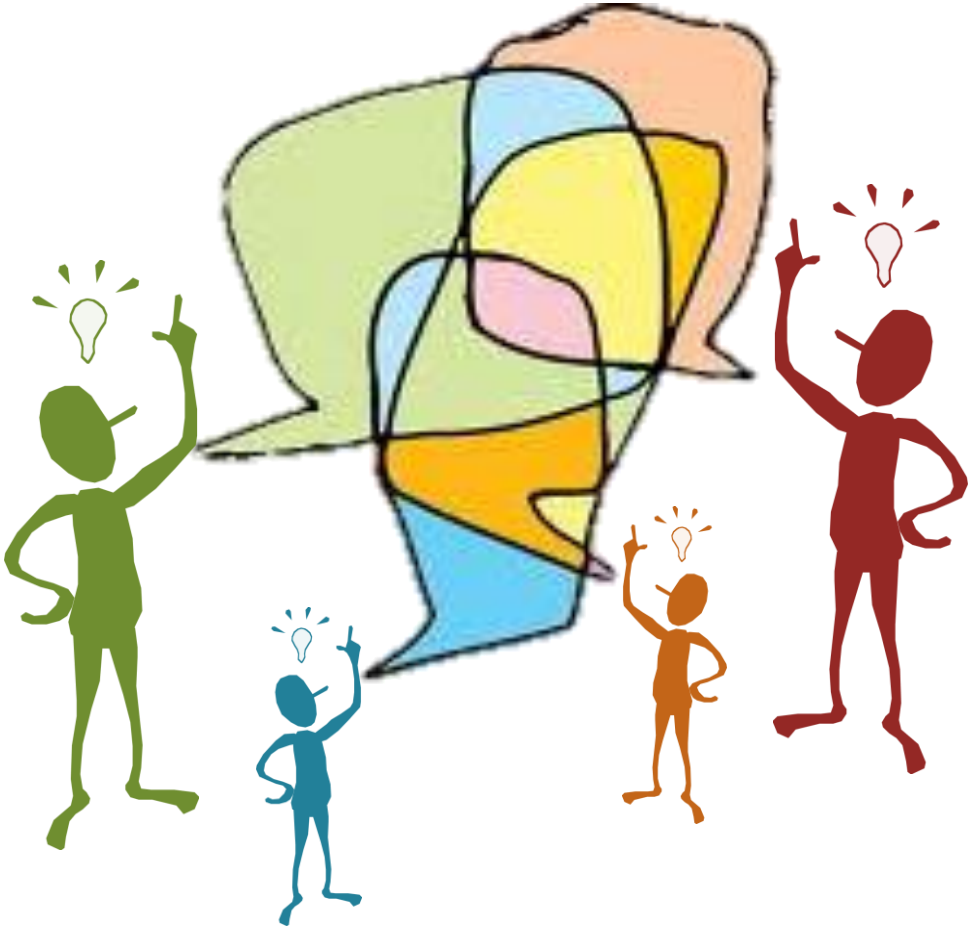
Pyramid2030.org

Comments, Questions?



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