



GLOBUS
INSTITUTE FOR GLOBALIZATION AND
SUSTAINABLE DEVELOPMENT

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International Programme
on the Management of Sustainability

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IPMS

The International Programme on the Management of Sustainability (IPMS) takes place in an era with an enormous potential for change. Key players in decision-processes about sustainable development want to learn about new strategies to meet the challenges that sustainable development poses to their organisations. By participating in IPMS they will meet over 30 other senior people from around the world with similar responsibilities representing the public, private and non-profit sectors.

A world class faculty, innovative teaching methods and the best professional service guarantee a week-long unforgettable experience in a stimulating setting in the green heart of the Netherlands.

PARTICIPANTS OF THE PROGRAMME 2002



Standing: 3th from left: William Moomaw next to Natalia Tarasova; 4th from right Peder Agger;
Sitting: 5th from right: Mieke van der Wansem

Participants

Up to 30-40 carefully selected participants from around the world attend the IPMS each year. Participants are senior professionals and managers from national, regional and local governments, non-governmental organisations and international organisations like UNEP, EU and OECD.

Selection is on the basis of professional experience, geographic (country of residence) and sector distribution to assure a participant-mix that optimises cross-cultural and cross-sectoral learning. Participants who work as trainers and professional educators may also choose the new "train-the-trainer" track, enabling them to use the IPMS approach and materials in their education and training work.

History

The international programme on the Management of sustainability is the result of bringing together the experience of scientists, civil-servants, Ngo-leaders, politicians and business people from the United States, the Netherlands and the United Kingdom. Founding fathers were Lawrence Susskind, Ford Professor of Urban and Environmental planning, MIT, and founder of the Consensus Building Institute (CBI), Paul de Jongh, top civil servant for environmental policy development in the Netherlands, Robin Bidwell, president of Environmental Resources Management and Frans Evers, president of SCF since its start in 1994.

They recognised the difficulties in using the concept of sustainable development, as a dynamic process of permanent negotiation, to achieve results in the traditional approaches for policy development. SCF believes that by empowering people with skills to recognise conflicting interests and use this insight to improve results in situations of negotiation, will prove to be a key in finding ways to real sustainable development. Sustainable development is much more than environmental policy; it is the challenge to find ever changing balances between environmental, social, economic and individual concerns.

IPMS is the most important of the programmes SCF has developed, next to regional and sectoral programmes for The Netherlands, Italy and other Mediterranean countries, and for countries in Africa and South America. The founding of SCF was supported by many key-people in the world of sustainable development by becoming a member of the Advisory Council. Among those are Hans Alders, former Minister for the Environment of the Netherlands and deputy chair of the Rio 1992 Conference, Arnoud Loudon, the former President of AKZO-Nobel, Robert Davies, director of the Prince of Wales business leaders forum, Joke Waller director of UN/CSD and later of OECD, Qu Geping, chairman of the National Environment protection committee of China, Maurice Strong, James McNeill, and Gustave Speth.

Objective

The objective of the IPMS is to train participants in the technique of consensus building and multilateral dialogue to resolve the conflicts that arise in the context of implementing sustainable development. The IPMS teaches a mutual gains or win-win approach to negotiation for sustainable development. On the basis of role-playing exercises, lectures and discussion groups an integration of theory and practice is achieved that enables a dynamic, interactive learning process. The mission of SCF is to encourage and support regional efforts to apply the concepts and methods taught in the IPMS.

SCF Network

IPMS participants become part of the SCF Network that has now more than 400 members in over 70 countries. They receive the annual Participant Directory, also available on the SCF website at the Alumni pages. Participants can continue to work together through discussion groups on the web.

SCF Sponsors

SCF sponsors include(d):

- Consensus Building Institute, Cambridge, Massachusetts (CBI)
- Danish Cooperation for Environment and Development, Ministry of Environment and Energy (DANCED)
- Environmental Resources Management Group (ERM)
- Globus, Institute for Globalization and Sustainable Development, Tilburg University
- Natuurmonumenten - Dutch Association for Nature Conversation
- Oilinvest (Netherlands) B.V.
- The Netherlands Ministry of Agriculture, Nature Management and Fisheries (LNV)
- The Netherlands Ministry of Housing, Spatial Planning and the Environment (VROM)
- IBAS
- The Netherlands Ministry of Development assistance



In 1996 his Royal Highness Prince Bernhard of the Netherlands was so kind to be the guest of honour at a fund-raising dinner for the work of SCF. Here with Ida Koppen.

What participants say about the programme:

"I have always been thinking that there can be a way that human energy is united towards a better future for all living on one planet. This programme showed me the way to step on that road". (Veslava Abadzhieva, Environmental Officer, Royal Netherlands Embassy, Sofia, Bulgaria).

"I consider the programme invaluable particularly in the developing world where capacity is very limited and the resources available for capacity enhancement are far-from-adequate". (Papa A. Cham, Private Consultant on Climate Convention Matters, Energy and Engineering, Banjul, Gambia).

"Consensus Building is a tool for survival in today's world. The programme has given me skills not only to become a better professional, but also to be a better person". (Monica Silva, Member of the Board of Directors, CEDA Ecuadorian Center for Environmental Law, Quito, Ecuador).

"My expectations were very high and the programme gave me much more than I had hoped to gain. I believe that by implementing/using the tools and the ideas we have received from the faculty and the participants we will be able to create a better environment to work in, in the goal of reaching sustainable development". (Ronit Golan, District Environmental Planner, Ministry of Environment, Shoham, Israel).

"When you leave, you are another person. You feel powerful. Certainly this programme is working on your mind. It makes you better, more flexible. It makes you think sustainable every day. It improves your character and personality. It gives you a positive way of thinking about others". (Simona Marin, Director Secretary of State's Office, Ministry of Foreign Affairs, Bucharest, Romania).

"IPMS is a sound programme, based on very cleverly defined general (human) principles, which, when actively applied by individuals and groups, can have a huge impact on decision making and improve the quality of life for human kind. We need to accelerate its adaptation in much wider circles". (Arne Heineman, Inspector/Regional Director, Dutch Association for Nature Conservation, Arnhem, The Netherlands).



“Since life is all about decision making and about making choices together with others, the lessons gained from this programme help for all aspects and at all levels of life. Environmental management has been failing in most cases because of the lack of principles of consensus building as taught in this programme”. (Titilayo Olusolape Anibaba, Assistant Director, Lagos State Environment Protection Agency, Lagos, Nigeria).

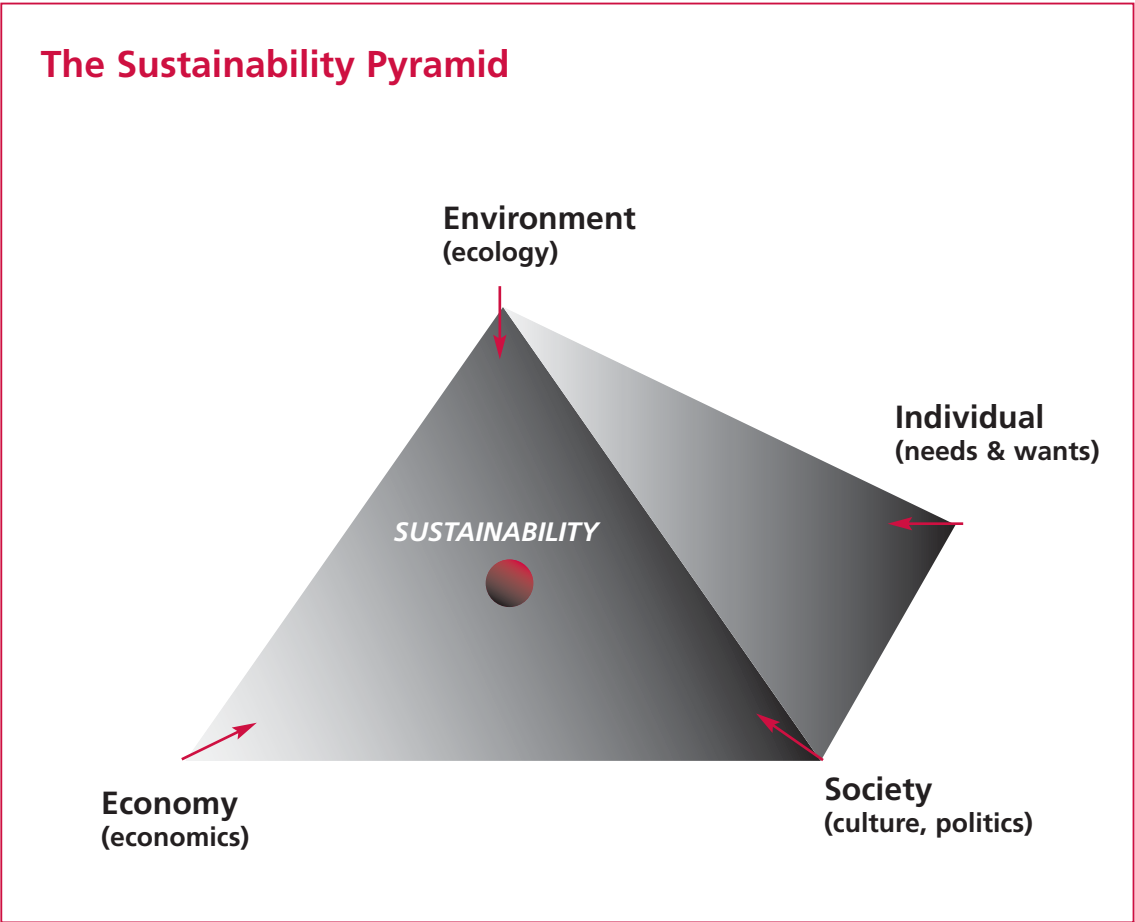
“After finishing the programme, I feel I have learned a set of very powerful tools that will definitely help my country in achieving sustainable development”. (Juan David Pólit, Partner Pólit & Pólit Abogados, Ecuador).



Participants of the 10th program were invited to a reception by the Mayor of Zeist at the well-known Castle of Zeist. They listened with great interest to speeches by Mayor Rudolf Boekhoven far left, last row, the Director-general for the environment of the Netherlands, mr. Hans van der Vlist (third from left, last row) and by the president of Triodos-bank, mr. Peter Blom (second from left, second row from the back).

“The Sustainability Challenge training has helped me to work with different stakeholders coming from different cultures around the world. Appreciating and working with the “world behind” the positions and statements of people - by asking the simple question “why” - is still a leading principle in my day-to-day work at UNEP, and will certainly be a key factor of success in implementing a meaningful ten-year framework of programmes to promote sustainable consumption and production patterns”. (Bas de Leeuw, UNEP, group 1994).

“This was the best training programme I have ever attended. It was an excellent presentation of mutual gains tied to technical tools which can expand the pie or at least reshape it. I have seen nothing elsewhere to compare with the group and individual mentoring given, as I as personally guided through the process”. (Peter Reiss, Director, Fostering Resolution of Water Resources Disputes Project, Development Alternatives, Inc., USA).



Faculty at the IPMS

The Faculty is directed by Professor William Moomaw of Tufts University and consists of renowned theorists, analysts, and practitioners in the field of sustainable development. A variety of disciplinary and regional perspectives are brought to the issue of sustainable development, combining theoretical and practical insight and extensive teaching experience. The Programme provides a unique opportunity to work with top experts for an intense period of seven days.

- Peder Agger** Professor of Planning and Management of Biological Resources, University of Roskilde, Denmark
- Theo Beckers** Professor of Planning at Globus and director of Telos, the Brabant centre for sustainable development, The Netherlands
- Frans Evers** President of SCF, Globus and TIAS (adj.prof), former CEO Association for Nature Conservation, and former director-general at the ministry of Housing, Spatial planning and Environment, The Netherlands
- David Fairman** Vice President of the Consensus Building Institute and SCF Coordinator of Regional Programmes, USA
- Ida Koppen** Vice-president of the Sustainability Challenge Foundation and Professorial Lecturer, Johns Hopkins University Bologna Centre, School of Advanced International Studies, Switzerland and Italy
- William Moomaw** Professor of International Environmental Policy at the Fletcher School of Law and Diplomacy, Tufts University in Medford, Massachusetts, USA
- Adil Najam** Associate professor of International Negotiation and Diplomacy at the Fletcher School, USA and India
- Natalia Tarasova** Department for the Problems of Sustainable Development, Mendeleyev University, Moscow, Russia
- Mieke van der Wansem** Vice President of the Consensus Building Institute, Cambridge, Massachusetts, USA

Objectives and challenges of the course

The challenge of achieving sustainable development lies in the capacity of individuals and organisations to develop creative and constructive solutions to seemingly insurmountable problems. Applying sustainable development principles means confronting conflicting interests. The IPMS teaches ways to manage this process of conflict resolution on the basis of negotiation techniques that focus on joint gains for the groups involved.

The so-called mutual-gains-approach to negotiation is taught through the use of elaborate simulations. Participants get to play the roles of various stakeholders in a number of cases, seeking to reach consensus on

project design, policy development and management of internationally-shared natural resources. The simulations are designed to highlight potential conflicts, in order for participants to apply processes for resolving conflicts and reaching sustainable solutions.

Another valuable aspect of the IPMS is the theoretical lectures that introduce a number of analytical and decision support tools: impact assessment, cost-benefit analysis and risk assessment. Each of these tools is then integrated into one of the simulations, so that participants are able to appreciate the place of such tools in the overall decision-making process.

Participants apply the principles they learn during the Programme in role-play situations grounded in real events.

Representing the various stakeholders in multi-party negotiations, participants must for example try to:

- Integrate port and harbour expansion plans with marine ecosystem preservation, tourism and commercial development goals;
- Recommend changes in groundwater allocation, agricultural production practices, and agricultural trade regulations;
- Advise other participants, on the basis of the feed-back from the simulations, to improve their capacity to solve problems in their own working environment.

“Although I have attended many trainings that deal with the concept of sustainability, the content of this course and the way in which it is organised have made me rediscover myself and enhanced my perception of reaching a consensus on sustainable development notwithstanding the barriers of poverty, education and minority”. (George Wamukoya, Executive Director, Center for Research and Education on Environmental Law, Nairobi).

“This is a valuable, fulfilling, enriching programme that will stay with me throughout my life. It has had a great impact on my interpersonal relationships and added value to my well-being”. (Masigwaneng Salome Madiba, Director, Department of Environmental Affairs and Tourism, Republic of South Africa).

SCF

The Sustainability Challenge Foundation (SCF) is an international non-profit organisation. It runs the IPMS each year in The Netherlands. It is the goal of SCF to build institutional capacity to manage the implementation of sustainable development. Since its launch in 1994, the Sustainability Programme has attracted more than 400 participants from over 60 countries. The Foundation board is chaired by Frans Evers, former Chief executive of the Dutch Association for Nature Conservation. The vice-president, Ida Koppen is, together with David Fairman and Mieke van der Wansem, responsible for the organisation of the IPMS and the general management of the Foundation, together with the SCF Secretariat at Globus, Tilburg University and the TIAS Business School. In 1999, SCF and Globus created a Chair in the Management of Sustainable Development, held by Former Environment Minister and senior partner of McKinsey Consultants Pieter Winsemius.

Woudschoten Conference Centre

Woudschoten Conference Centre is located in the heart of The Netherlands. Hidden in 50 acres of woods, the Centre provides a beautiful natural setting with an abundance of wild flowers, birds and animals. The location is ideal for outdoor activities such as cycling, jogging and hiking. Accommodation is in single rooms with shower, toilet, telephone (direct lines), and ISDN connections. Restaurant and barservice are available in the same building.

SCF REGIONAL PROGRAMMES

In view of its key objective to build institutional capacity to manage the implementation of sustainable development, the Foundation co-operates with participants in the organisation of Regional Training Programme. The Regional Programmes use some of the materials of the IPMS.

Additional materials are developed on the basis of specific needs in the area. David Fairman, of the Consensus Building Institute, is responsible for co-ordination of Regional Programmes.

FEES

The participation fee for the Programme is decided upon each year. Check the enclosure with this year's information. The fee includes attendance, course materials, accommodation, meals, transport to and from the airport and train station, social events and outings. It does not include travel expenses to and from The Netherlands.

We try to arrange some financial assistance by sponsoring organisations. The Foundation asks participants to submit individual requests to the sponsors. We generally want to be certain about the financial aspects 8 weeks before the start of the Programme.

PROGRAMME SCHEDULE

The programme schedule is designed in such a way that there is time for both group and individual feedback. Generally the last day is completely focussed on the use of what is learned in the participants own environment. It is not possible to attend only parts of the programme.



FACULTY

Each year we are able to invite world renowned faculty (like Lawrence Susskind, for many years the Faculty director, Kristalina Georgieva from the World Bank, James Cameron from FIELD or Sachihiko Harashina from the Tokyo Institute of Technology). Also we are able to invite speakers from the political and business community who are or were important for issues related to sustainable development. Among them are: Ruud Lubbers, secretary-general of UNHCR, founder of Globus and former Prime-minister of The Netherlands, Laurens-Jan Brinkhorst, Minister for Economic Affairs in The Netherlands and former director-general for the environment of the European Union, Robin Bidwell, President of ERM and Cees Van Lede, President of AKZO.

REGIONAL ADVISORY COUNCILS

In 2002, SCF invited a number of former participants of the IPMS to serve on Regional Advisory Councils. The response was very positive and RACs now exist in each region of the world. A full listing of the Councils is included below. The task of the RACs is twofold. First of all, RAC members help us identify and select participants for each year's Programme. RAC-evaluations help us indicate the best potential participants to our sponsors. Secondly, RAC members stimulate initiatives in the region to organise training programmes and advise SCF about possible training venues.

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From left to right: William Moomaw, Frans Evers, Ida Koppen, Ruud Lubbers and Lawrence Susskind.

