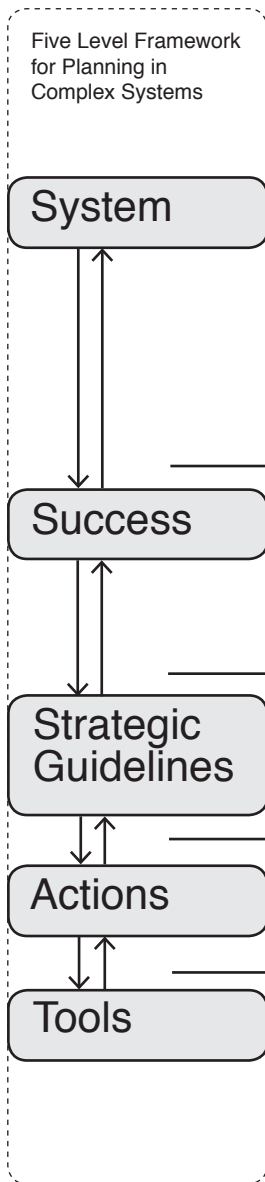
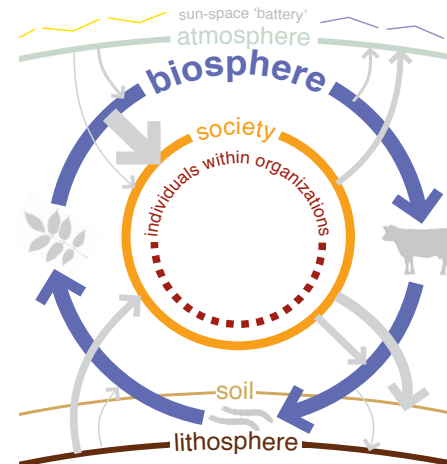
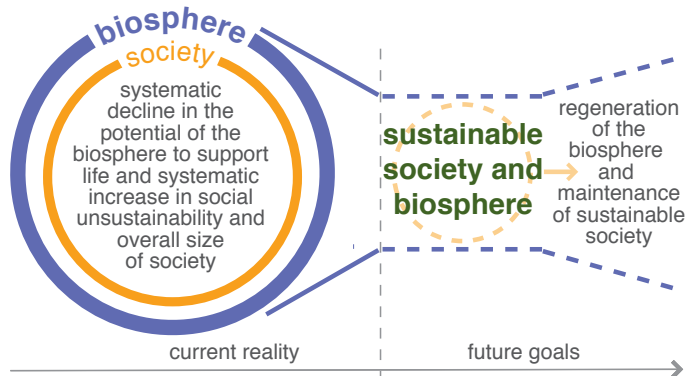


# Framework for Strategic Sustainable Development (FSSD)

Applying the *Five Level Framework for Planning in Complex Systems* to achieve and maintain a sustainable society



## Society within the Biosphere: 'Funnel' Metaphor



## Individual Human Needs<sup>1</sup>

- Subsistence
- Protection
- Affection
- Idleness
- Identity
- Freedom
- Creativity
- Participation
- Understanding



An understanding of the dynamic interrelationships within and between systems is based on study of ecology, thermodynamics, biogeochemical cycles, social institutions and basic human needs.

## In a sustainable society, nature is not subject to *systematically increasing*:

1. concentrations of substances extracted from the Earth's crust,
2. concentrations of substances produced by society,
3. degradation by physical means,<sup>2</sup>

## and, in that society:

4. people are not subject to conditions that systematically undermine their capacity to meet their needs.<sup>3</sup>

**Sustainability Principles**

*Each individual organization may develop and add its own principles of success based on the minimum constraints of the Sustainability Principles*

## Backcasting<sup>4</sup>

A planning procedure by which a successful outcome is imagined in the future, followed by the question: "what do we need to do today to reach the successful outcome?"

## Strategic guidelines for prioritizing actions

Actions are prioritized by searching for measures that:

1. proceed in the **right direction** with respect to all four sustainability principles
2. function as a stepping-stone (i.e. **flexible platform**) for future improvements
3. are likely to produce a sufficient **return on financial, cultural and political investment** to further catalyze the process

## Concrete steps based on strategic guidelines

Each organization must choose and consistently evaluate its actions in the context of the strategic guidelines its definition of success.

## Other tools, as appropriate\*, for example:

- |                     |                         |            |
|---------------------|-------------------------|------------|
| Life Cycle Analysis | Ecological Footprinting | CSR        |
| ISO Standards       | LEED® Rating Systems    | Factor 'X' |
| Cradle to Cradle    | Happiness Index         | Fair Trade |

*\* Selection of tools should be informed by the outcome of the ABCD process to ensure they are appropriate to the organization and the specific planning endeavor*

## ABCD Planning Methodology:

- A**wareness of FSSD and the motivation for pursuing sustainability
- B**aseline: An assessment listing all current assets and problems
- C**lear & Constructive Visioning: Solutions and visions for tomorrow
- D**own to Action: Actions evaluated using the strategic guidelines.

## References

- <sup>1</sup> Max-Neef, M. 1991. *Human Scale Development: Conceptions, Applications and Further Reflections*. London: The Apex Press.
- <sup>2</sup> Broman, G., Holmberg, J., and Robèrt, K.-H. 2000. "Simplicity Without Reduction - Thinking Upstream Towards the Sustainable Society." *Interfaces: International Journal of the Institute for Operations Research and the Management Sciences* 30, no. 3.
- <sup>3</sup> Ny, H. et. al. 2006. "Sustainability Constraints as System Boundaries: An Approach to Making Life-Cycle Management Strategic." *Journal of Industrial Ecology* 10, no. 1-2: 61-77.
- <sup>4</sup> Holmberg, J. and Robèrt, K.-H. 2000. "Backcasting from non-overlapping sustainability principles – a framework for strategic planning." *International Journal of Sustainable Development and World Ecology* 7: 291-308.