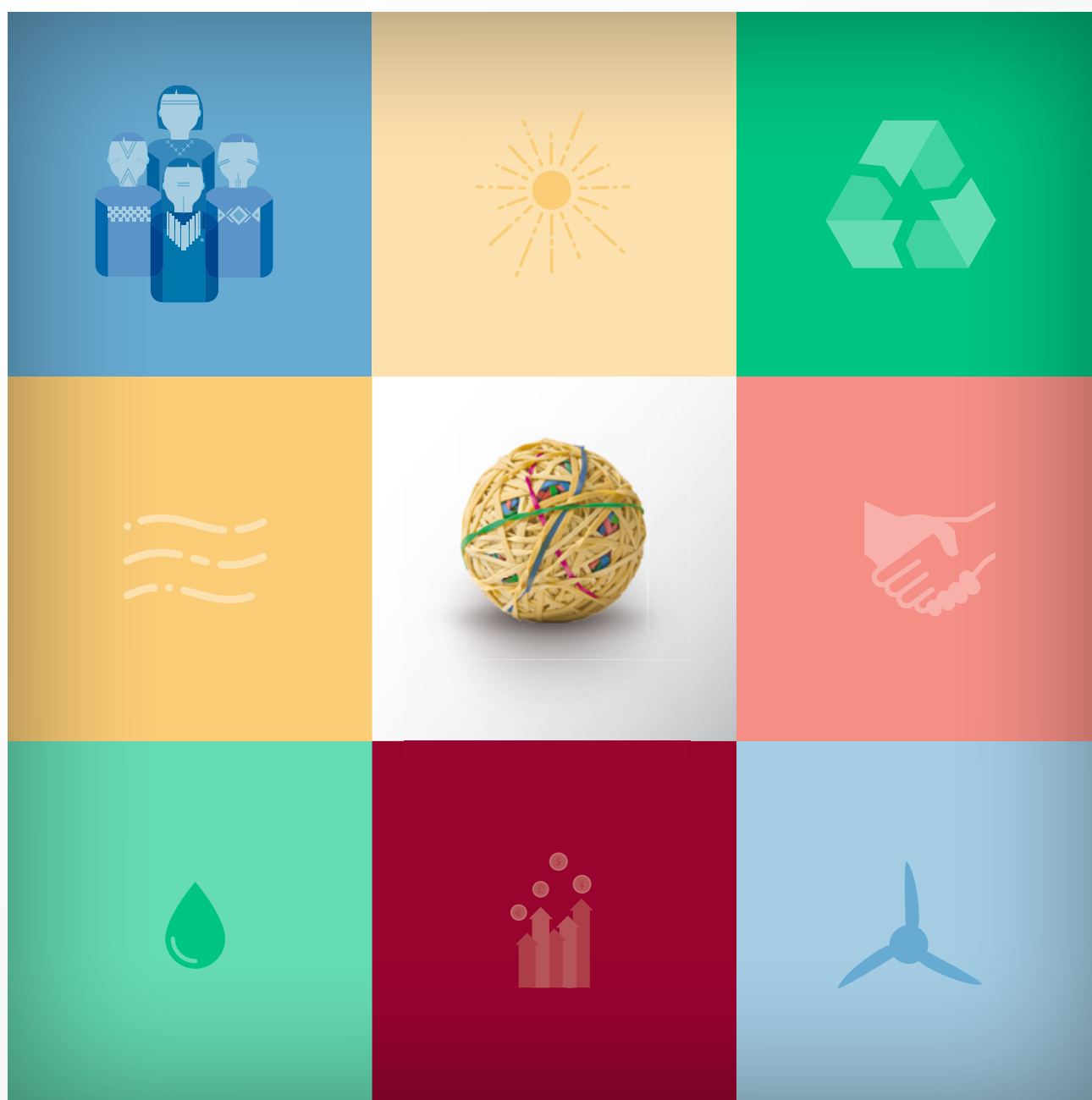


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# SHARING OUR PLANET: TODAY AND TOMORROW

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**KEY INSIGHTS** of Club de Madrid Working Group on  
Shared Societies and Environmental Sustainability 2017



The Club de Madrid, through its Shared Societies Project, brought together a diverse group of experts in a Working Group on Shared Societies and Environmental Sustainability.<sup>1</sup> Society and the environment, together with the economy, have been identified as the three pillars of sustainable development. Given that the Shared Societies Project had already examined the economic dimension, this Working Group examined in detail the way in which all three are inextricably bound together. This statement summarizes the thinking of the whole group, though individual members may hold a different opinion on particular points or the weight that should be given to them.<sup>2</sup>

The Club de Madrid welcomes this and the other documents of the Working Group as an important contribution to the debate on these issues, without endorsing all the views expressed in them.

The Shared Societies Project is a Club de Madrid global initiative that has identified the necessity of creating a truly inclusive and response society that meets the interests of all sectors. The Shared Societies Project (SSP) has focused on bringing to leaders of international organizations and governments worldwide the need to promote the effective management of ethnic, cultural, religious and other identity differences in countries such as Kyrgyzstan and South Africa. At the global level, the UN has acknowledged the Shared Societies message in ensuring these ideas' prominent role in the Agenda 2030.

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<sup>1</sup> See Working Group Concept Note and List of Members. A fuller report of the Group's deliberations can be found in a separate paper, *Sharing our Planet: A Shared Societies Perspective on Elements of the Current Development Paradigm*.

<sup>2</sup> The Club de Madrid welcomes this and the other documents of the Working Group as an important contribution to the debate on these issues, without endorsing all the views expressed in them.

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# KEY MESSAGES

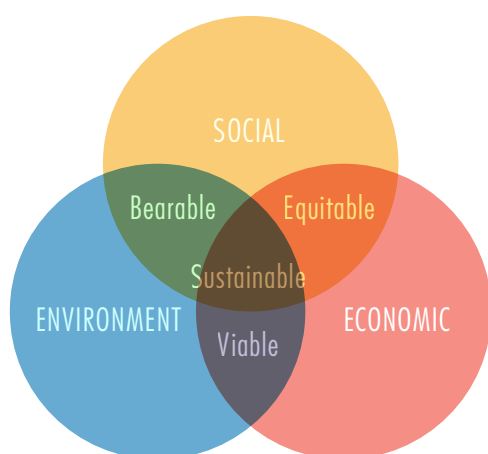
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- 1 ■ The world and all life it supports face critical environmental and social challenges due to pollution, environmental degradation, climate change and growing inequality.
- 2 ■ Some changes have already occurred which are irreversible.
- 3 ■ Concerted action, for example on pollution, consumption patterns and social disadvantage, could reverse some of these trends and avoid their worse consequences.
- 4 ■ Current economic, political and social systems, national and global, are not capable of facilitating and encouraging the necessary changes – they are not fit for purpose.
- 5 ■ A new inclusive and people-centred development paradigm is necessary, in line with Agenda 2030 and based on addressing inequality, respecting the finite resources of the planet and living within those resources.
- 6 ■ This will require a new value orientation towards respect for the planet and respect for others, focusing on long-term universal wellbeing.
- 7 ■ It will require the acceptance of responsibility and accountability by political leaders and the wider population to build momentum and overcome resistance to the necessary changes in values and systems.
- 8 ■ The Shared Societies concept and approaches not only provide a framework for the new paradigm, but set out the processes through which it can be developed, namely by:
  - ensuring meaningful consultation with all relevant sections of society;
  - allowing diversity of ideas and perceptions to be taken into account;
  - building a sense of shared responsibility; and
  - generating commitment to contribute to and be part of the solution.

# CONTEXT

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The world is at a critical point. It faces deep ecological, social, economic and political challenges which, if not addressed immediately, could quickly escalate out of control. In relation to the environment, the earth may already have reached a tipping point where some aspects of the degradation of the environment are irreversible. We are told that we are living through the sixth mass extinction,<sup>3</sup> with species dying out at 100 times the normal rate. Economically, the share of the world's population living in extreme poverty fell from 37.1 percent in 1990 to a historic low of 9.9 percent in 2015; however, this was achieved at the expense of the world's ecosystems and social harmony, as inequality persists. Socially, too, the lives of many marginalized and disadvantaged peoples and communities are still marked by hunger, poverty and growing inequality. The resulting breakdown of social cohesion leads to alienation, frustration, tension and the resort to violence in individual, group and international relations.



Many people are still left behind. Many current practices, particularly by people who have a disproportionate share of resources, continue to damage the social fabric and the environment. Many of our systems, decision-making mechanisms and incentives are not fit for purpose. At personal, group, corporate, national and international level, sustainability is still a low priority compared to short-term self-interest and other goals. Technology, which could help so many people, is often used to benefit the few at the expense of the many. Most people still do not accept the threats facing the planet and the difficulties faced by those beyond their immediate circle, nor do they feel a sufficient sense of responsibility to rectify these problems. States, communities, corporations and individuals are reluctant to pool their capacities and resources and share power in order to make the necessary changes. At the same time, many countries prioritize the maintenance of their military power; this leads to military expenditure far outstripping expenditure on overseas aid,<sup>4</sup> reducing the resources – capital and labour – available for sustainable development. What has been lacking is the political will to directly confront the obstacles and to fully involve communities in the development of sustainable solutions.

In 2015, the leaders of all states adopted major multilateral agreements which apply to both more advantaged and less advantaged countries. **Agenda 2030** on Sustainable Development<sup>5</sup> outlined a shared vision for humanity in 2030 in which no one will be left behind and the rights of all will be respected, and established the Sustainable Development Goals (SDGs) and targets to make that vision a reality. Other complementary agreements

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<sup>3</sup> E. Kolbert (2014) *The Sixth Extinction: An Unnatural History*, New York: Henry Holt and Company; G. Ceballos, P. Ehrlich and A. Ehrlich (2015) *The Annihilation of Nature: Human Extinction of Birds and Mammals*, Baltimore: John Hopkins University Press.

<sup>4</sup> <http://www.globalissues.org/article/75/world-military-spending#Spendingforpeacevsspendingforwar>

<sup>5</sup> <http://sustainabledevelopment.un.org/post2015/transformingourworld>

# CONTEXT

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were the Addis Ababa Action Agenda<sup>6</sup> on Financing for Development; the Paris Agreement<sup>7</sup> at the 21st session of the Conference of the Parties to the UN Framework Convention on Climate Change; and the Sendai Framework for Disaster Risk Reduction 2015–2030.<sup>8</sup> They made new commitments and reiterated existing ones to meet the challenges, but those commitments will not be fulfilled without new approaches and practical steps. Instead, current delivery plans continue to rely on existing economic and development models, the very models which helped to cause the problems. Moreover, there are contradictions within and between the various international agreements that will need to be resolved.

For these reasons, the Club de Madrid convened the Working Group to tackle directly the question of how the Shared Societies approach, which it has previously and strongly endorsed, can be applied to better address the long-term sustainability issues that our countries face. A Shared Society is, by definition, one in which everyone in the whole society shares the benefits that accrue to that community and also shares – and is allowed to share – the rights and responsibilities of deciding upon, planning and building the future of that community.

The Members of the Club de Madrid, democratically elected former presidents and prime ministers, appreciate the importance of the holistic approach to sustainable development taken by **Agenda 2030**, which integrates social, economic and environmental dimensions. Given the social and economic transitions that need to occur to address environmental degradation, including climate change, we are presented with a once-in-a-lifetime opportunity to make poverty history and adopt more inclusive development patterns. Inclusive Shared Societies are not only objectives in their own right – they are fundamental enablers that ensure that these transitions happen and are pervasive and lasting.

A **Shared Societies** approach is not only intrinsically desirable and ethically sound, but it is also key to building a model or models of sustainable development that can meet the future needs of all people and the planet. In order to scrutinize this perspective and consider the implications for current and future policy, the **Club de Madrid Working Group on Environmental Sustainability and Shared Societies** considered the necessary building blocks of moving towards this shared vision of long-term global sustainability.

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<sup>6</sup> <http://sustainabledevelopment.un.org/frameworks/addisababaaactionagenda>

<sup>7</sup> <http://sustainabledevelopment.un.org/frameworks/parisagreement>

<sup>8</sup> <http://sustainabledevelopment.un.org/frameworks/sendaiframework>

# HOW A SHARED SOCIETY WOULD MAKE A DIFFERENCE

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The **Shared Societies** concept and the **Shared Societies** approach provide the framework for recognizing the needs of all living things, taking responsibility for the impact of our behaviours and building coalitions through which the obstacles to sustainable development for all can be overcome and the vision realized.

How does this work at the **global** level?

- Many of the issues that the world faces today require concerted action at the global level by nation states, but they also require the encouragement and support of the wider population if the necessary changes in attitudes and values are to be realized and acted upon by policy makers and business leaders.
- Positive enabling leadership can provide the policy framework, but equally important is the independent though complementary action of people across the world who become motivated when they feel a common bond with those who are directly affected by the impact of issues such as environmental degradation.
- In order for the world community as a whole to operate within the capacities of the earth, and at the same time ensure resources are available for the wellbeing and prosperity of the currently disadvantaged and future generations, it will be necessary for those who are more advantaged and who live in powerful countries to understand the challenges facing those in need, exercise a measure of self-restraint and change lifestyle choices and consumption patterns that are harmful to wider society.
- This reorientation is unlikely to happen unless the sense of a common shared humanity grows, and people become aware of and take responsibility for the impact of their actions on the environment and on people in poor and vulnerable situations. In other words, it will not happen unless we develop a global **Shared Society**.

- The prevailing global governance and economic system is not aligned with the
- **Shared Societies** approach. The dominant global norms of neo-liberalism justify short-term self-interest and promote competitiveness within and between nations, rather than cohesion and mutual support. Therefore, as presently structured, it undermines the efforts to promote social inclusion, sustainable development and respect for the environment.



# HOW A SHARED SOCIETY WOULD MAKE A DIFFERENCE

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The Shared Societies concept and approach are also very relevant from the **national** to the **local** level:

- It is right and fair that all communities should be fully involved in decisions about their future and the future of their environment, whether they are long-standing residents or recent migrants. People are most immediately aware of the nature of their own personal circumstances and how different actions and policies impact positively and negatively in their own lives.
- Those with the closest relationship with their environment and those who are most directly affected by decisions about it, such as indigenous peoples and other traditional local communities, have a particular right to be involved in these decisions. They have an immediate interest in sensitive and sustainable development.
- Local communities and indigenous peoples are not an obstacle to development, but a bulwark against powerful interests who may be promoting inappropriate and harmful development for short-term gain. There is a long tradition of local communities, including indigenous peoples, managing their natural resources, such as fresh water, fisheries, grasslands and forests, in sustainable and equitable ways.<sup>9</sup> There are also many examples of people organizing themselves into new self-structuring and functioning communities, as for example in new settlements of rural-urban migrants.<sup>10</sup>
- When fully involved in decision making, local communities are more likely to support and engage in the implementation of the agreed plans. There is a growing body of examples of the positive impact of local communities in the creation, implementation and monitoring of development plans.



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<sup>9</sup> For examples, see [www.iccaconsortium.org](http://www.iccaconsortium.org) and V. Ostrom and E. Ostrom (1977) "Public Goods and Public Choices" in E.S. Savas (ed) *Alternatives for Delivering Public Services: towards Improved Performance*, Boulder, CO: Westview Press 7-49, cited in 'Beyond Markets and States: Polycentric Governance of Complex Economic Systems', Nobel Prize Lecture at: [http://www.nobelprize.org/nobel\\_prizes/economic-sciences/laureates/2009/ostrom\\_lecture.pdf](http://www.nobelprize.org/nobel_prizes/economic-sciences/laureates/2009/ostrom_lecture.pdf)

<sup>10</sup> Doug Saunders (2010) *Arrival Cities*, Toronto: Knopf.

# HOW A SHARED SOCIETY WOULD MAKE A DIFFERENCE

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»» When individuals feel they belong, and have opportunities to achieve their potential, they will invest effort and creativity to protect their environment and make a contribution to their own and wider society's prosperity and wellbeing.

»» Any society will benefit from greater co-operation, environmental renewal, lower levels of intergroup tension and higher levels of wellbeing, all of which will logically free up wealth for future sustainable development.



The absence of a fully inclusive **Shared Societies** approach to development and environmental issues helps to explain the limited progress in the past in implementing the ideals expressed in **Agenda 2030**. **Agenda 2030** has some elements of a fundamental shift in vision and attitudes. Bold leadership is now required to enable the necessary paradigm shift in values, orientation, assumptions, policies and action. It is unlikely that in the short term there will be a consensus on a new action paradigm and its various components. There will be resistance from many powerful and influential vested interests, but **Agenda 2030** and other alternative worldviews and frameworks from across the globe<sup>11</sup> point to different ways of addressing how a new paradigm can be achieved. In this context, the **Shared Societies** concept provides an entry point to that paradigm shift. Policies and practices developed in accordance with the **Shared Societies** approach will be more in line with the needs of the planet and of a wider range of people, and consistent with the **SDGs** and the realization of greater prosperity and wellbeing for all. This will lead to a rethinking of existing assumptions and development models, and the emergence of a new paradigm for sustainable development.

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<sup>11</sup> These are as diverse as the *Report of the Commission of Experts of the President of the UN General Assembly*: [www.un.org/ga/econcrisissummit/docs/FinalReport\\_CoE.pdf](http://www.un.org/ga/econcrisissummit/docs/FinalReport_CoE.pdf) to A. Kothari, F. Demaria and A. Acosta (2014) "Buen Vivir, Degrowth and Ecological Swaraj: Alternatives to Sustainable Development and the Green Economy", *Development* 2014, 57(3-4), (362-375).



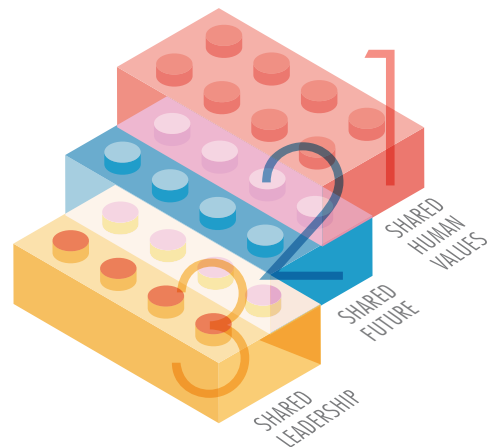
# NURTURING A SHARED SOCIETIES APPROACH

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The main building blocks of a **Shared Societies** approach have previously been articulated,<sup>12</sup> and many of them have a long history at different levels of governance and community organization, from the earliest times to the present day. They permeate **Agenda 2030** in its emphasis on inclusion, “realizing the future we want for all” and “leaving no one behind”. However, it is important to turn the rhetoric into practice and to place the concept at the heart of all stages of the policy cycle, from initial planning through implementation to evaluation.

The key to the way forward to more inclusive, environmentally sensitive policies and approaches is through a process based on people-centred, inclusive and iterative discussion and debate on the application of a **Shared Societies** approach. Synthesizing these various strands, and considering their application in relation to environmental protection and sustainable development, the Working Group identified the following elements as key:

➤➤ **Reflection on values.** Current dominant values are not conducive to respect for the planet and for other people. Values are important, as they influence decisions and actions. They are often not clearly articulated, but can be implicitly embedded in the statements and behaviour of the media, political leaders, celebrities and people in positions of authority. Some celebrities may express and give credibility to self-centred, hedonistic, conspicuous consumption as if there were no costs or implications. Some politicians may be judgemental and divisive, ruthless in their use of power and influence, while appearing conciliatory, kind and considerate on the surface. Therefore, those in positions of authority and influence have a duty to be explicit about the values inherent in the choices which are being made at all levels of society, from the individual to the state. Encouragement must then be given to open discussion and debate about the



consequences of living by different sets of values for relationships, society and the future of the planet. Starting with the values underlying a Shared Society, the Working Group identified key values and norms which are consistent with maintaining and enhancing the environment and the planet, and ensuring justice and the wellbeing of all living things (see page 10).

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<sup>12</sup> [http://www.clubmadrid.org/en/publicacion/commitments\\_and\\_approaches\\_for\\_shared\\_societies](http://www.clubmadrid.org/en/publicacion/commitments_and_approaches_for_shared_societies) The “Ten Commitments of the Shared Societies Project” are ten key areas of government-community relations and inter-community relations which need to be addressed if all residents in a society are to feel they belong and are encouraged to play a full and active part in the society and its environment.

# NURTURING A SHARED SOCIETIES APPROACH

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## SHARED SOCIETIES FRAMEWORK

- » Respect for the dignity of every individual
- » Respect for human rights and the rule of law
- » Altruism and identification with the needs of other individuals, of the community and of future generations, in a spirit of solidarity and collective action
- » Equity, fairness and inclusiveness
- » Democratic participation in a way which enhances the ability of all sections of society to express their aspirations and their needs
- » Individual and community self-reliance and autonomy in their own affairs, along with networks of interconnectedness, caring and sharing
- » Respect for the environment and the rights of nature and all species
- » Respect for the earth's natural boundaries
- » Recognition of the irreplaceability of the global commons – for example, sea, freshwater, air and space – and therefore that their protection takes precedence over other considerations
- » Modesty and restraint in consumption, lifestyle and use of the earth's resources
- » Peace and harmony



### Rethinking the current

**economic model:** Analysis of the current economic system in terms of its effectiveness in promoting sustainable development and protection of the environment shows that it operates in ways which are counter-productive and impedes<sup>13</sup> the goals of **Agenda 2030**. It operates on the basis of an unsustainable growth model which is antithetical to the long-term needs of the planet and its inhabitants, even those who benefit from the current system. Despite a wealth of evidence which suggests that more “growth” does not translate into substantial social progress but can actually do significant harm, supporters of the current model argue for continuation of the drive for growth, maximum consumption and the achievement of short-term profit. They say that the negative consequences for individuals and the environment can be mitigated, without recognizing that current

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<sup>13</sup> See the Working Group's background paper: *A New Paradigm for Sustainable Development?*

# NURTURING A SHARED SOCIETIES APPROACH

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levels and forms of growth are unsustainable and inequitable, and that some of the consequences are irreversible. Growth is often seen as the only means to reduce poverty, ignoring the importance of sharing and redistribution of wealth. This thinking is very entrenched and influential in national governments and intergovernmental organizations, and more encouragement needs to be given to the thinking and lifestyles of those people and groups (not just economists) who accept the need to moderate consumption among those who overconsume. This would mean directing the

benefits of wealth creation to those communities whose basic needs are not yet met. Sustainable economic models on this basis will provide prosperity and wellbeing for all.

» **Rethinking economics education:** Current economics education has come under criticism from students<sup>14</sup> who find that what they have learnt does not equip them to deal with the reality that they face in the world outside orthodox textbooks. Many courses expound the neo-classical model rather than a plurality of perspectives which encourage students to critically assess different theories. Neo-classical economics presents a fixed view of how economic systems work and recommends adjusting goals, aspirations and policies to be compatible with and sustain that system. A more appropriate approach for economic thinking is to start with the desirable values and goals for sustainable and inclusive prosperity – including recognition of the finite nature of natural resources – and then propose economic policies that are compatible with that, recalling that the root of the word “economics” is the management of the earth as our home.

» **Ensuring the proper application of free, prior and informed consent:** The concept of “free, prior and informed consent” ensures that those directly affected by development proposals should be able to express their views and give or withhold their consent. It has been included in a number of international human rights instruments, most notably in Article 19 of the UN Declaration on the Rights of Indigenous Peoples<sup>15</sup> and Convention 169 of the International Labour Organization.<sup>16</sup> While there are examples of the application of such procedures to good effect, consultation and participation has not always been meaningful. Too often the objective seems to be to seek support for preconceived solutions, rather than begin with a genuine joint exploration of issues and concerns.

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<sup>14</sup> See for example <http://www.rethinkeconomics.org>, <http://www.isipe.net/>, [www.cambridgepluralism.org](http://www.cambridgepluralism.org)

<sup>15</sup> [www.un.org/esa/socdev/unpfii/documents/DRIPS\\_en.pdf](http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf) The UN Declaration includes a number of provisions explicitly referring to the right to free, prior and informed consent, all of which must be read in context with other norms which are affirmed in this human rights instrument which relates specifically to indigenous people.

<sup>16</sup> ILO C169, General, contextual Article 6(2) of ILO Convention on Indigenous and Tribal Peoples No. 169 [1989], [http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C169](http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C169).

# NURTURING A SHARED SOCIETIES APPROACH

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» **Devolving decisions:** Devolved decision making and local control facilitate meaningful participation by all rights-holders and stakeholders. Local self-government ensures that local people are involved in decisions that affect them and their environment. The positive and negative lessons from current experience can guide and ensure the most effective practice of devolved decision making in the future. Some examples are the result of devolution of local government by the state; some reflect traditional practices; and some are situations in which local people have taken control of their own affairs.<sup>17</sup>



» **Enhancing the broad accountability of national governments:** Many national governments seem to be mired in gridlock of competing local and global interests, even though they remain the primary locus of decision making. In response, many local governments, both state and city-level, are increasingly proactive in solving problems and introducing innovation. While national governments have immense responsibilities, serving their own “national” interests is often insufficient to resolve fundamental problems of social equity and environmental sustainability. Open dialogue and improved transparency can help national governments to engage more constructively in addressing problems at the local and global scales.

» **Reconfiguring the global political and governance system:** Shared Societies at the national and local levels require a shared global system. As noted earlier, the global governance and economic system, as presently structured, undermines efforts to promote social inclusion, sustainable development and respect for the environment. A thorough review is necessary. A template for reorienting the global governance system was offered in the Global Shared Societies Agenda,<sup>18</sup> which indicates in general terms the kind of new arrangements that would be required. It was developed to encourage nation states and the major intergovernmental bodies, which are themselves governed by nation states, to restructure and reorient the global system to meet the needs of the most disadvantaged people and at the same time protect the environment.

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<sup>17</sup> A. Kothari and D. Pallav (2016) “Power in India: Radical Pathways” in *State of Power* 2016, Transnational Institute, 183-202, <https://www.tni.org/en/publication/state-of-power-2016>

<sup>18</sup> [http://www.clubmadrid.org/en/publicacion/global\\_shared\\_societies\\_agenda](http://www.clubmadrid.org/en/publicacion/global_shared_societies_agenda) The Agenda was developed by experts from the major intergovernmental organizations and facilitated by the Shared Societies Project, the New York Office of the Freidrich-Ebert-Stiftung and the Rethinking Bretton Woods Project of the Center of Concern in Washington.

# IMMEDIATE NEXT STEPS: CHALLENGING COMPLACENCY

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The fundamental changes proposed will take time and require the development of a broad consensus, though action can begin immediately on all the elements that will contribute to nurturing **Shared Societies**, and therefore a more inclusive and environmentally sustainable future. Specifically, the Working Group recommends that current political and economic theories, policies and lifestyles should be analysed in terms of the following critical challenges, in order to distinguish those that contribute to a sustainable future and those that are contributing to social and environmental breakdown.

## ➤➤ **Identifying and naming underlying norms and values**

The current implicit norms and values which underlie policy choices and individual behaviour are inimical to the future wellbeing of the planet and the population as a whole. They need to be highlighted and scrutinized in comparison to more inclusive and compassionate norms and values which will underpin the recovery of the equilibrium between people, and between people and the planet.

## ➤➤ **Highlighting chains of causality**

Most political and influential leaders and the wider population currently ignore or avoid their role in the imminent environmental collapse and social breakdown, even though the evidence is unequivocal. By demonstrating the consequences of actions and inactions, we can all be challenged to accept our responsibility for contributing to the reversal of those trends.

## ➤➤ **Applying the key principles and questions of a Shared Societies approach to sustainable development in programme/project appraisal**

It is feasible and necessary to begin immediately to scrutinize the policy process to ensure that specific policies and actions under discussion are enabling of Agenda 2030 and the ultimate goals of environmental sustainability and sustainable development. The way in which programmes and projects are formulated and implemented is critical. A potentially good technical solution or strategy will be ineffective if it is implemented with the wrong orientation – for example, without the participation and support of those directly affected, implementation may be half-hearted or meet resistance. We propose that seven key dimensions should be immediately incorporated into the appraisal process of policies and programmes to ensure the implementation of the Shared Societies approach to sustainable development, which we believe is the most effective way forward:

# IMMEDIATE NEXT STEPS: CHALLENGING COMPLACENCY

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## KEY PRINCIPLES AND QUESTIONS FOR A SHARED SOCIETIES APPROACH TO SUSTAINABLE DEVELOPMENT

- 1. Participation:** Are all sectors of society involved in developing sustainable policies and programmes, beginning with joint assessments of the issues and concerns, rather than only seeking support for preconceived solutions?
- 2. Transparency:** Is there transparency and full access to information for all stakeholders?
- 3. Shared benefits:** Does everyone and the natural environment benefit from policies and projects, or are some affected negatively?
- 4. Affirmative action:** Does the proposed initiative benefit groups that are marginalized, whether on grounds of physical location, identity, gender or for other reasons? How will they be negatively affected and left behind?
- 5. Long-term perspective:** Are the long-term ecological, social and economic consequences of policies and programmes positive? Are they sustainable in the long term?
- 6. Responsible pollution mitigation:** Do those who are responsible for negative consequences, including environmental degradation, bear the cost of repair? How will that obligation be enforced?
- 7. Disaggregated monitoring data:** Are provisions built into the systems of monitoring programmes and projects for sustainable development to ensure the collection of disaggregated data in terms of ethnicity, race, religion, gender and other aspects of identity, in order to identify quickly what groups are being left behind and introduce corrections?



# IMMEDIATE NEXT STEPS: CHALLENGING COMPLACENCY

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These challenges and enquiries are relevant at all stages of the policy/planning cycle, including monitoring and evaluation. All parties, including political leaders, professional and technical experts, donors and investors, commercial companies, intergovernmental bodies and local communities will improve policies by asking these questions and listening to the answers of other interested parties. Now, with a focus on these seven key dimensions, is the time to incorporate the three pillars of sustainable development – ensuring economic, social and environmental benefits for all – in values, governance structures and decision making at local, national and global levels.



**We call on all those with influence to bring these perspectives into debates at all levels and across all areas of public policy. In this way, a start will be made to shape the new development paradigm which is so urgently needed. For better or for worse, tomorrow starts today.**

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