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BUSINESSES IN A CHANGING WORLD

Businesses across the world are recognising the need to address the environmental and social impacts of their activities which, together with profits are popularly known as the 'triple bottom line' issues of Sustainable Development (SD).



Investors are also showing growing concern not only on eco-efficiency, but in business ethics, corporate social responsibility and human rights, all integral to the SD agenda.

Thus, the sustainable business debate is shifting from public relations to questions of competitive advantage and corporate governance. New and emerging definitions of business opportunity and financial risks are forcing Corporate Boards to address issues such as environmental quality, social justice and economic efficiency.

CHALLENGES AND OPPORTUNITIES

More and more businesses want to manage their sustainability agenda as an integral part of their competitive strategy and to get their various stakeholder groups onto the same platform. Businesses are learning to meet these challenges proactively using tools such as self-regulatory initiatives, voluntary standards etc., to remain globally competitive.

However, over the next decade, we can expect a major shift in responsibility for sustainability from self regulation to public regulation. This shift will need new technology, 'soft innovation' focusing on new forms of strategic thinking, new styles of networked commerce, and radically new triple bottom line management systems. Accountancy procedures, reporting and communication processes will need to evolve accordingly.



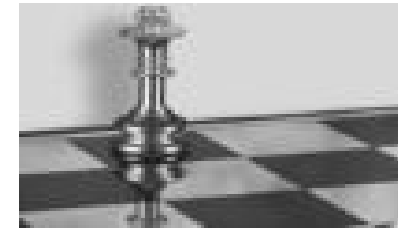
This is the context in which the "**Centre for Sustainability Management in Businesses**" was established. The centre benefits from the research, design, development, training and implementation activities established by its parent, Development Alternatives, over the past two decades.

MISSION

To assist businesses and concerned stakeholders in establishing and managing systems to steer environmental, social and economic sustainability on a continuous basis.

STRATEGY

The Centre facilitates internationalization of sustainability management for corporations and SMEs by building confidence and trust among their stakeholders through participatory **Planning and Management, Capacity Building, Research and Outreach.**



FUNCTIONS

In order to engage businesses and stakeholders in sustainability management, the Centre facilitates primarily the following services:

Planning and Management Services



A systematic analysis of the gaps in the existing policies, procedures, practices and stakeholder engagement along with identification of future strategies to address the sustainability issues of the businesses is the focus of this service.

The Centre has provided strategic planning and management services to power, mining, chemicals, infrastructure, financial, renewable energies, urban local bodies, SMEs and service sectors in the areas of:



- Sustainable Community Development and Natural Resource Management
- Environmental and Social Policies, Procedures and Management Systems
- Resettlement, Rehabilitation and Integrated Area Development
- Energy and Environment Performance Benchmarking
- Climate Change Mitigation
- Cleaner Production in SMEs

Responding to the needs of the businesses, the Centre facilitates customised planning and management services using the following tools and techniques:

- Energy, Environment and Social Audits
- Energy and Environmental Performance Benchmarking
- Cleaner Production/Pollution Prevention
- Environment Management Systems ISO 14000
- Occupational Health and Safety ISO 18000
- Social Accountability SA 8000
- Account Ability AA 1000
- Life cycle Assessments
- Greening the Supply Chain Management
- Sustainability Reporting
- Public Consultations
- GIS Applications



Capacity Building

Recognizing the fact that capacity building is the key to managing sustainability issues, the Centre assists businesses in identifying these needs and focuses on building capacities through training courses and workshops.



Capacity building initiatives of the Centre in various sectors including metal finishing, fertilizer, mining, chemicals and hospitality, etc., have assisted the businesses in enhancing their competitive edge. They also build their ability to reach out to their stakeholders, especially the local communities, NGOs and regulatory authorities.

To strengthen the sustainability management skills of business leaders and stakeholders including media, investors, regulators and communities, the Centre provides the capacity building services in the following areas:

- Strategic planning and management
- Conflict resolution through NGO-Business and other stakeholder partnership building
- Application of various tools and techniques for socio-economic and environmental management
- Information management systems and dissemination strategies
- Institutional systems design

Research

Responding to the challenges faced by the businesses on sustainable resource management, livelihood creation, national and international statutory compliance, etc., the Centre has evolved promising and innovative technologies, tools and options.

Several corporates and small businesses including the building material, textile,



paper, domestic and industrial energy, water and waste water management and hospitality sectors have benefited by adopting alternate and sustainable technologies and practices developed by the Centre. Other areas of research services include: sector specific sustainability indicators and reporting systems; options and strategies for resettlement and rehabilitation (R&R); policies for sustainable industrial development in SMEs, sustainable water use policies and climate change etc.

The key research services offered by the Centre include:

- Innovation and demonstration of new technologies, tools and techniques for sustainability management
- Building of strategic networks, partnerships and multi-stakeholder consultations through global and regional forums
- Critical review and advocacy on existing policies and implementation strategies
- Advice on national and international negotiations, protocols and conventions on various issues including trade barriers, south-south technology transfer

Outreach

The ever increasing demand for information exchange, best practice dissemination and networking needs of the SMEs, corporates and the stakeholder groups is the basis for the outreach function of the Centre.

Development of strategic networks, organising focused briefing meets and conferences in the areas of climate change, environmental and social management and reporting systems, R&R issues and performance Benchmarking, etc., by the Centre have been very effective in promoting sustainability management of the businesses. The Centre facilitates the following services:

- Creating forums for the stakeholder interaction and consultation
- Organising events for moderated information exchange and debates
- ICT services for preparing newsletters, web portals and other media products.



CLIENTS AND PARTNERS

Businesses and Business Associations

Powergrid, Jubilant Organosys (Vam Organics), Tata Chemicals, Indian Farmers Fertilizers Cooperative, Shriram Industrial Enterprise, Tata Iron and Steel, Rio Tinto, Hotel Hyatt Regency, The Orchid Hotel, Hotel Best Western, Met-Chem Inc, Godrej & Boyce, IL&FS, TNUIFSL, IDBI, ICICI, Indian Hotel and Restaurant Association, Electroplaters Association, FICCI, CII.

International Developmental Agencies

Swiss Agency for Development Corporation, United States Agency for International Development, World Conservation Union (IUCN), United Nations Environment Programme, Department for International Development, The Asia Foundation, United States Asia Environment Partnership, Ford Foundation, World Bank.

Civil Societies

National: CARE, Tata Energy Research Institute, Centre for Science and Environment, Shristi, International Resources for Fairer Trade, Business for Community Foundation, Partners in Change, Participatory Research in Asia, Rajiv Gandhi Foundation, EFFICOR.

International: RING, Stockholm Environment Institute, World Business Council for Sustainable Development, World Resources Institute, Winrock International.

Government

Ministry of Environment and Forest, Department of Science and Technology, Central and State Pollution Control Boards, Council for Advancement and Promotion of Rural Technology.

Consultants

Tetra Tech India, Louis Berger, MITCON, Hagler Bailly, Price WaterHouse Coopers, Ion Exchange, Network for Preventive Environmental Management.

Academic and Research Institutes

Indian: Administrative Staff College of India, Indra Gandhi Institute for Development Research, Indian Institute of Technology, Indian Institute of Science, Indian Institute of Management, School of Planning and Architecture.

International: International Institute for Sustainable Development, International Institute for Environment and Development.