THE HAGUE CENTER
FOR GLOBAL GOVERNANCE, INNOVATION AND EMERGENCE

# Developing a roadmap and meshwork for reducing global CO2 emissions by 80% by 2020

Preparatory Conference, 2020 Climate Leadership Campaign
Belo Horizonte, Brazil, 4-7 August 2009

Version 1.1

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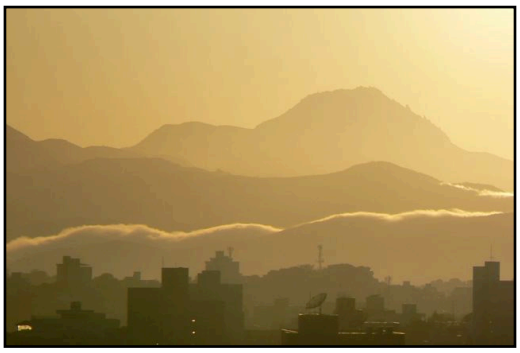
## Abstract

***The nature of a meshwork is to commit to a meaningful and ambitious goal, to find the people and resources and develop the structures to achieve that goal.***



In August 2009 in Belo Horizonte, Brazil, the State of the World Forum launched a 10-year Climate Leadership Campaign. The intention of the Campaign is **to mobilize people and institutions everywhere to achieve the official targets for reducing CO2 emissions currently being negotiated for 2050 by 2020**. The purpose is not to duplicate other efforts but, by connecting and supporting individuals and communities, to bring greater coherence to the multitude of transition, adaptation and renewal initiatives set on tackling profound issues such as climate change.

The experience gained in designing and delivering the Belo Horizonte conference is relevant to people and organizations committed to achieving large-scale change in any field, particularly in complex, multi-stakeholder challenges – of which climate change is one *par excellence*. It is clear from many different sources that we have all the solutions and resources needed to curb human contributions to global warming. This document outlines a process which builds on the work of climate experts such as Lester Brown and his Earth Policy Institute, and the vision, advocacy and convening power of initiators Jim Garrison and Emilia Queiroga of the State of the World Forum, to **bring together and align people, organizations, resources and solutions to achieve an 80% reduction in global CO2 emissions by 2020**, starting in Brazil.

The process, supported by the city of Belo Horizonte and the State of Minas Gerais, combines **leadership and convening** (by State of the World Forum), **facilitation** (by The Hague Centre) and **online collaboration and monitoring** (supported by Gaiasoft) in preparation for large-scale implementation.

This case study seeks to illustrate the following points:

- It places the Belo Horizonte conference in its context as beginning Step 1 of a 3-step process to achieve large-scale change.
- It describes a longer-term collaboration process for achieving the goals of the 2020 Climate Leadership Campaign using "meshworking" – a highly effective approach to the **collaboration of people and organizations to achieve a shared purpose**.
- It describes the rigorous process used to develop **areas, conditions and action streams as a roadmap** for drastically reducing CO2 emissions in Brazil. The roadmap provides a framework for collaboration within and between cities, regions and countries and a basis for monitoring

and evaluating progress, benchmarking and peer learning by finding what works, systematizing and replicating solutions.

- It introduces the notion of meshwork™[i] and summarizes the facilitation and knowledge-capture process used, introduces Gaiasoft's technology support for meshworking and large-scale change, and provides candid insights from the facilitators.

Continuing this process will improve the synergy, speed and cost effectiveness of achieving the goals of the global 2020 Climate Leadership Campaign.

## How this conference came about

The State of the World Forum has a long history of convening people from diverse sectors from around the world and a wide range of disciplines, to look into topics covering the full spectrum of human concerns in a spirit of inquiry, dialogue and responsibility. When the question of global warming gained prominence, CEO Jim Garrison decided to convene a Forum around climate change, and made two strategic choices:

- to adopt a 10-year time frame – with 2020 as the date for achieving the targets being negotiated by governments for 2050
- to address lifestyles and worldviews as much as technology applications, i.e. adopt an integral approach.

The original plan had been to convene a single State of the World Forum on global warming in Washington DC in November 2009. An invitation from Emilia Queiroga to Brazil changed all that, and circumstances snowballed as a small group of influential people began mobilizing others from all levels of Brazilian society around the 2020 goal. The Belo Horizonte Forum was initially intended as a small preparatory conference to prepare for Washington DC in November. But as interest and commitment grew, the numbers swelled from 25 to 225 and the event became what you will read about here.

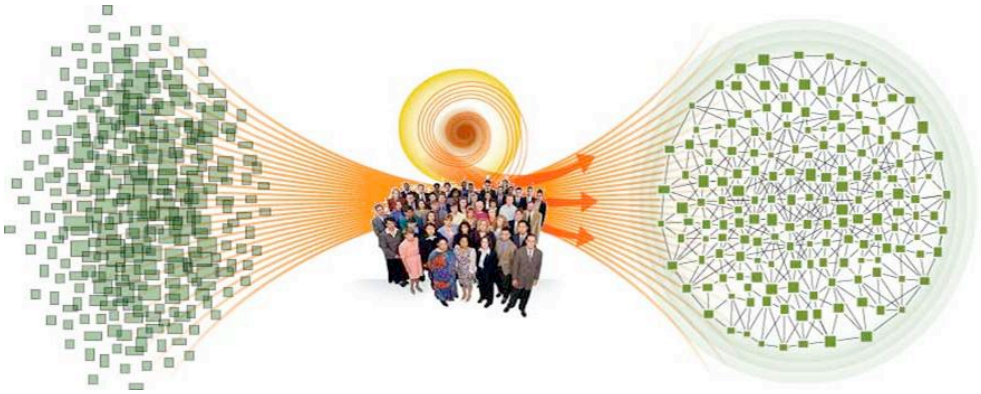
## Meshworking

The term Meshworking was introduced by Dr. Don E. Beck of the Center for Human Emergence Global to describe a process for highly effective collaboration. Meshworking creates radically more effective partnerships able to develop systemic solutions for complex multi-stakeholder challenges like the millennium development goals, national transformation and climate adaptation and mitigation. With its experience in this approach, the Hague Centre was asked to assist in designing the conference and to facilitate work during the conference.

A meshwork is a structured collaboration community that:

- **aligns** people around a shared purpose within a common framework
- **connects** people who have interests in particular locations and particular topics
- connects people across role, sector and organizational boundaries

- enables knowledge-accidents – helping people to find and 'bump-into' the people and resources they need to play their part in achieving the shared purpose[1].



An effective meshwork differs from a network or group in that **the interests, beliefs, behaviors and functions of the different members are aligned to serve a common purpose**. Many smaller parts act together as a larger functional whole. At one level, a meshwork is an alignment of hearts and minds around a common purpose. At another level, it is an alignment of forms, functions and resources to achieve a larger functional purpose. In the case of the Belo Horizonte conference, the goal was to seed the development of a global human and online meshwork which can go forward to implement a radical reduction in CO2 emissions by cities, regions, countries and, ultimately, human civilization worldwide.

This case study shows how an intentional facilitation process can be used to rapidly develop a roadmap for large-scale change. In this case, the roadmap developed is an incipient map that can serve as a springboard for the Brazil 2020 campaign and a template for scaling up. The diversity of the group increases the depth, breadth and wisdom of the resulting roadmap. The approach reveals or favors the emergence of collective wisdom - the 'wisdom of the crowd' - and develops a coherent vision and roadmap for achieving it. Configuring Gaiasoft's online meshworking and knowledge-sharing platform was an essential and integral part of preparing for and facilitating the conference.

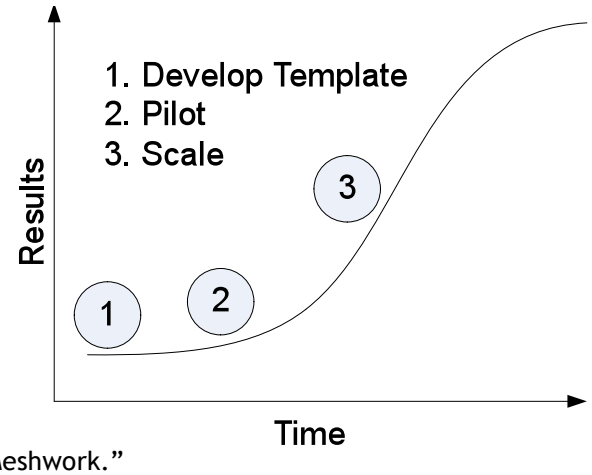
## 3-Step Process for Large-Scale Change

The 3 Step process below describes the steps needed to pilot a solution through development into large-scale implementation.

**1**: Develop a roadmap and template for achieving the 2020 goal in Brazil.

**2**: Test and refine the roadmap as it is implemented, in cities and states in Brazil.

**3**: Scale implementation of the tested and refined roadmap and template, in other countries and regions in the world.




[1] Source: Gaiasoft, "Creating a Gaiaspace Meshwork."

This case study focuses on step 1 of the 3-step process for achieving the intended large-scale change. During the Belo Horizonte conference, an initial roadmap and template were developed for achieving the goal of the Brazil 2020 Climate Leadership Campaign.

## Research findings: Global best practice in large-scale risk governance.

The approach to large-scale implementation used by the Gaiasoft platform - developing templates for scaling action, including ways of measuring change, linked to case stories illustrating 'positive proof points' – has been confirmed by an EU-funded research project and review of global best practice, the "Multidimensional Integrated Risk Governance" or MIDIR project. This systematic approach:

- allows rapid scaling of successes based on a shared template
- matches people with shared interests across organization boundaries
- increases the value of knowledge sharing for every participant[2].

The Gaiasoft tools can be used to support meshworks at all levels – local, provincial, national and international - and as a way to fast-track global implementation of what is found to work at local levels as well as transplanting locally-found solutions to locations with similar conditions elsewhere on the globe. The roadmap developed for Brazil is designed for scaled implementation. The same approach can be applied to other global challenges, such as the Millennium Development Goals and sustainable cities.

## Designing the conference

The conference was designed by an international, multidisciplinary team[3], using participatory processes to allow participants to experience for themselves the effects of sharing their ideas and questions with different players in the system and the richness of having meaningful conversations with a large variety of perspectives.

From the outset, the design team has felt it important to embody the principle "as we are, so shall it be", understanding that the fruits of our labor would spring as much from the quality of our collaboration as from the content of our conversations. We therefore sought to embed the process in the broadest and deepest possible context, to honor the evolutionary significance of the challenges facing humanity at this juncture in history, and to hold space for the emergence of the highest possible potential as we move into the future. Accordingly, the conference and campaign have been designed in the light of continually evolving high-level design principles and explicit attention has been paid to monitoring and balancing the subtle energies at play in and around the campaign and the conference.

In the run-up to the conference, the focus was on getting **the right mix of people to participate** and clearly communicating the **purpose of the conference: to prototype a process that could build a collective and evolving roadmap to achieve the Campaign's ambitious goals**. The collaboration process and supporting technology for the meshwork were designed in parallel to ensure maximum

[2] MIDIR Report 2.4, 2008, MIDIR Report 1.2, 2007
[3] Provided by State of the World Forum, the Hague Center, Gaiasoft & Integral Institute. For a full list, see Appendix I.

consistency between the look and feel of the conference's output and the look-and-feel of the online environment where work would continue in virtual space after the conference.

| **Conference design principles:** |
|---|
| • The more involved the participants are, the more likely they are to own the outcomes and act on them.<br>• The quality of the relationships formed will strongly influence the quality of action that emerges.<br>• What goes on in the invisible realm 'beneath the surface' is a vital part of the conference and must be attended to with as much care as the visible proceedings.<br>• The complexity of the issue requires requisite diversity – all relevant perspectives should be represented.<br>• Participants may need to reach out to other sectors in society in order to be effective.<br>• The framework for shared understanding can be strengthened through careful design of physical space, collaboration processes and supporting technology.<br>• High-level political support boosts belief in achievability.<br>• For impact to be sustainable beyond the event itself, there must be a strong follow-up mechanism.<br>• This is not a one-off event, it is part of a long term process whose success will be measured in the achievement of the Campaigns goals in Brazil and other countries, and globally. |

## Chile's framework for reducing poverty – an example to learn from

The templating process was inspired by Chile's successful 'El Programa Puente' (The Bridge Program) for Millennium Development Goal 1, which has been extremely successful in reducing poverty and improving social inclusion in Chile (World Bank, 2004).

The family's journey *across the Bridge* from social exclusion to inclusion is visualized on their own poster.

The project envisioned a bridge to enable each family to travel from social exclusion and poverty to social inclusion.

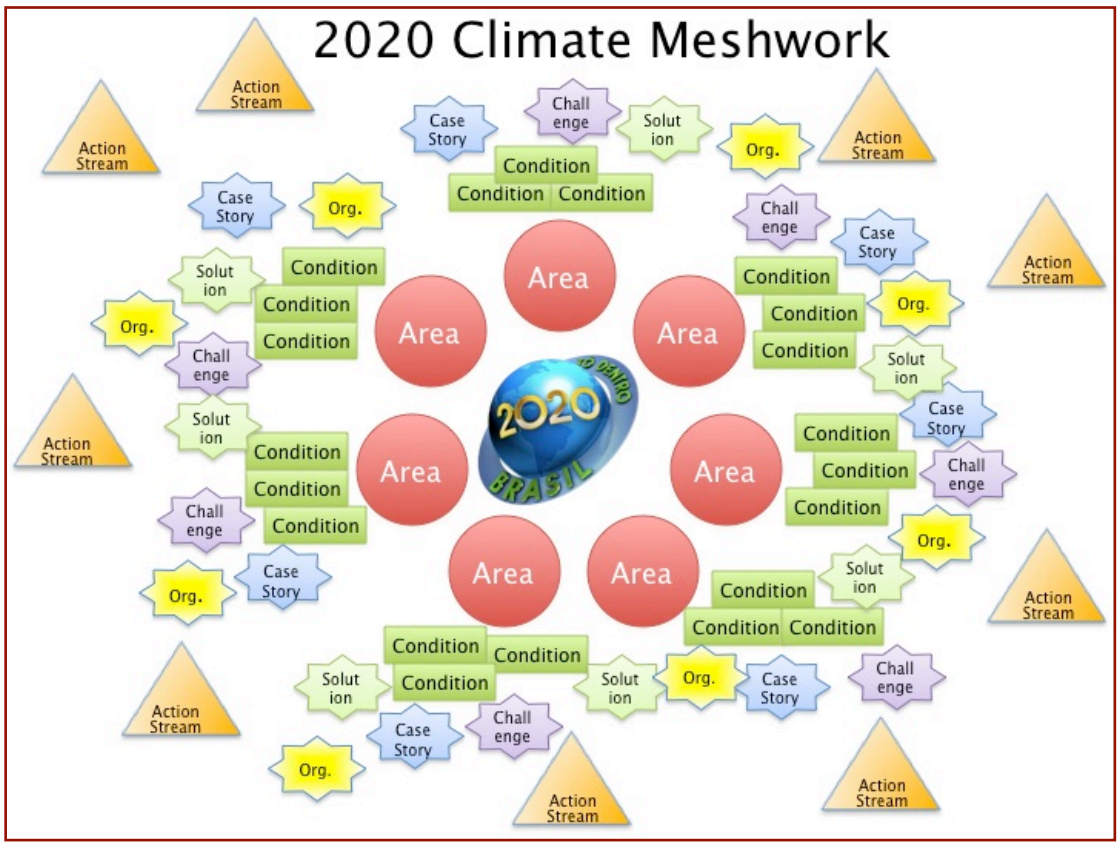
The pillars of the bridge are the major elements that must be in place for each family to move out of poverty. Each pillar is supported by a number of conditions which must be met for the family to move out of poverty.

In the case of the 2020 Climate Leadership Campaign, the proposal is to develop the bridge for cities, regions and nations to move from their current levels of CO2 emissions to achieve an 80% reduction by 2020. Slightly adapting the language of pillars and conditions from the El Programa Puente, the following flow was designed for developing a template for the Campaign:

- Identify and align around the ***need and purpose***, which is to achieve an 80% reduction in global CO2 emissions by 2020.
- Identify the ***main areas*** that the Climate Campaign should be addressing in order to achieve its goal
- Identify the ***breakthrough conditions*** that could be put in place in order for each area to be successful by 2020 and rate the maturity of each condition in Brazil
- For each condition, identify ***existing solutions***, ***case stories***, ***challenges*** and ***relevant organizations*** working in this field.
- Identify ***next actions*** for all participants.

With this design of areas, breakthrough conditions, solutions, success stories challenges, organizations and actions, a roadmap for achieving the Campaign's goals begins to emerge. This roadmap can be visualized through the 'Gaiasoft Performance Web' shown below.

## Roadmap



## The story of the conference

The conference opened with an **evening ceremony for an audience of 1800** at the Palacio das Artes – a creative dance performance by a group of young people, followed by presentations by Brazilian and international speakers[4] and the launch of a televised public education campaign about global warning in support of the Brazil 2020 Campaign by Globo Television.

The working conference started the next day, with 225 Brazilian and international experts from a wide range of relevant fields gathering in the City Hall to sit together in a long room around round tables.

Most of the first day was spent in introductory conversations and listening to speakers **setting the context** and bringing those gathered 'onto the same page' in preparation for getting down to the work of the conference. It was particularly important that people connect at this stage with **the urgency of the situation** facing us, and the fact that **the solutions exist and can be implemented in time given mobilization and commitment**.

The afternoon included a participatory process to engage with our **individual and collective visions for 2020**, consisting in a guided free visualization followed by sharing in groups. The conversations produced some inspiring visions for the plenary – a compelling sense of futures we could aspire to, as well as those we want to avoid. And the exercise left a beautiful crop of drawings on the tablecloths.

[4] For a full list of speakers, see Appendix I

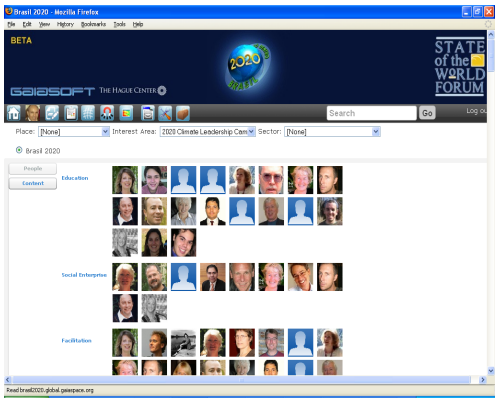
## Building the Meshwork

The first day's work ended with an introduction to the core principles and energy of the **meshwork approach to achieving 2020**, giving participants a first glimpse of the **technology platform** that their work of the coming days would be feeding into.

**A Meshwork is** a structured collaboration across organizations and sectors for a common purpose, and aligned with shared principles. A meshwork improves collaboration, accelerates learning and results.

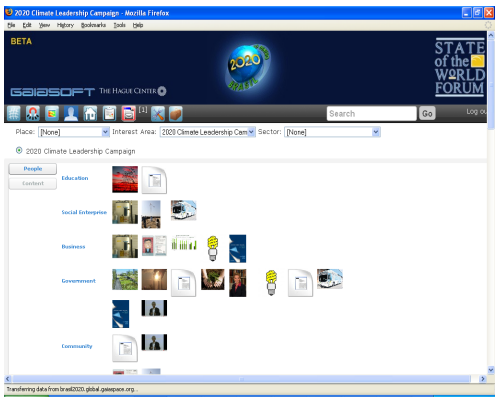

**Dimensions of a meshwork:**

- Places
- Roles
- Interest areas
- Sectors




**Meshwork screen**

Find people who play different roles, in different places, sectors and interest areas.




**Explore information**

For different locations, interest areas and roles


- Achieve clarity of **purpose**
- Define **areas** which must be addressed to achieve success
- Define **conditions** to be fulfilled in each area
- Share **know-how** available in each area to fulfill conditions
- Design **actions** to fulfill conditions in each area.


**Goal** of the Brazil 2020 Climate Leadership Campaign

Together reduce Brazil's carbon emissions by 80% by 2020

The **goal is at the center** of the meshwork


What are the main **areas** that the Campaign should be addressing?

(Including – but not restricted to - the areas mentioned in the briefing document in Appendix II)


What are the ***breakthrough conditions*** that could be put in place in order for each area to be successful by 2020?

How far **developed** is this condition is in Brazil?

i. *No Awareness* of this condition (Red)
ii. *Awareness* no engagement of this condition (Orange)
iii. *Plan* - Condition is being planned (Yellow)
iv. *Implement* Condition is being implemented (Green)
v. *Exemplar* - We are a good example of this condition (Blue)


What **know-how** exists to help fulfill each condition?

i. What **solutions** already exist to support this condition? (Green)
ii. What **case stories** already exist to support this condition? (blue)
iii. What **challenges** exist to the success of this condition? (pink)
iv. Which **organizations / groups** are already working on this condition? (yellow)

Synchronicity Screen: Find the people and resources most relevant

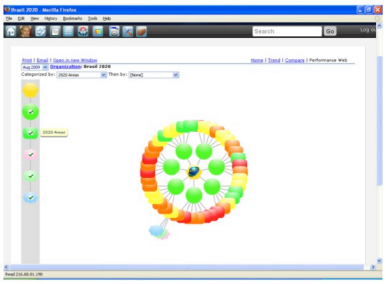
19 Gaiasoft Company Presentation | © Gaiasoft 2008

From **profiles** to **synchronicity**

Find the people and resources most relevant to your role and area of interest and expertise.

Be found by others who need your expertise in your area.

Performance Web: See the emerging blueprint for Brazil 2020

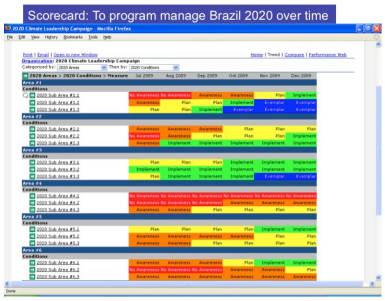


20 Gaiasoft Company Presentation | © Gaiasoft 2008

**Performance web**

See the emerging blueprint for Brazil 2020 **as it emerges** from the collective intelligence of the people in the room and **is further developed** over time through the on-line life of the Meshwork.

Scorecard: To program manage Brazil 2020 over time

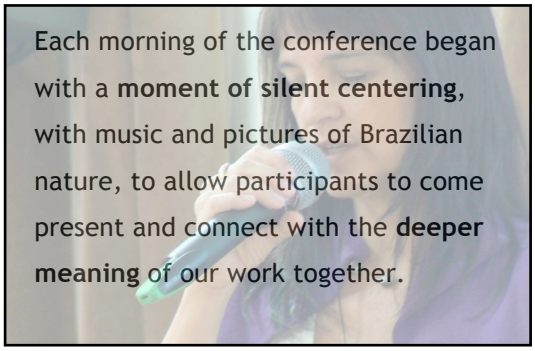


21 Gaiasoft Company Presentation | © Gaiasoft 2008

**Scorecard**

To **manage the programs** of the Brazil 2020 Campaign over time.

See at a glance the state of **maturity** of each project under each condition in each area.




The second day of the conference was spent in a **collaborative process designed to build the meshwork**. Each of the components was elicited through rounds of conversation in small groups, designed to maximize the interaction between individuals and surface the wisdom of the whole.

### Surfacing the areas:

The purpose of the process was to generate shared understanding and language of the main areas we needed to act in to address our 2020 challenge.

**Principles of interaction**

- Listen with attention
- Speak with intention
- Be aware of the impact of your contribution
- Write and draw on the tablecloths!

Participants sat five to a table for three rounds of conversation, 'weaving' after each round, with one person staying at the table and the others moving to a new table with new people. This being a bi-lingual event (Portuguese and English), groups were invited to self-organize with people who "shared a common language". The first two rounds of conversation focused on the question **"What are the main Areas the Campaign should be addressing?"** In the third round, groups were asked to pick the five areas they felt were most important and to rank them in order of importance.

The next step was to collectively distil the areas thus chosen by the 37 tables into a coherent and manageable set that all could agree on. This was done by having each group select a 'reporter' to come and help the facilitation team to cluster the areas on a large display panel. The whole process was commentated, captured by the cameras and beamed onto large screens throughout the room so that all the participants could follow what was happening as the clustering work progressed.

The clustering was completed by the facilitation team during the lunch break, so that the 10 areas finally identified could be entered into the online meshwork ready for the afternoon's work.

## Identifying conditions for success

In the afternoon, the conference went into the process of identifying the conditions that need to be in place for each areas to be successful in achieving 2020 goals, as well as the support that already exists, and any perceived barriers or obstacles.

Participants self-organized into sub-groups, located in different sections of the room, based on the areas that were identified in the morning to tackle the question **"What breakthrough conditions could be put in place in order for this area to be successful by 2020?"** 'Breakthrough' was framed as either very important innovations with leverage, or very popular, that would take off quickly.

The sub-groups were given an hour for this task, taking the last 15 minutes to cluster and select the 8 most important conditions and rank them by breakthrough potential. During the break, the conditions for each area were displayed on tables in the relevant section in the room.

Next, participants were asked to sit at a table displaying a condition they new something about, to decide together how far developed they believed that condition to be in Brazil, and then to write the condition on the appropriate colored paper in preparation for the Meshwork Wall, using the following rating:

- *No awareness* of this condition (Red)
- *Awareness* but no engagement of this condition (Orange)
- *Plan* - Condition is being planned (Yellow)
- *Implement* - Condition is being implemented (Green)
- *Exemplar* - We are a good example of this condition (Blue)

Then, they were asked to assign each condition to one of the four following dimensions and indicate this on the condition paper:

a. Nurturing the **mind, heart and values** of the climate leader
b. Creating a **culture or cultures** of climate sustainability, prosperity and justice
c. Manifesting the **behavior** of the climate leader
d. Creating the **systems, institutions and policies** of climate sustainability, prosperity and justice.

Finally, participants in each sub-group circulate around all tables in their area to respond to the four following questions about each condition, writing their answers on colored post-it notes, together with their name, and sticking them to the relevant condition.

i. What solutions already exist to support this condition? (Green)
ii. What case stories (stories of successful action) already exist to support this condition? (Blue)
iii. What challenges exist to the success of this condition? (Pink)
iv. Which organizations / groups are already working on this condition? (Yellow)

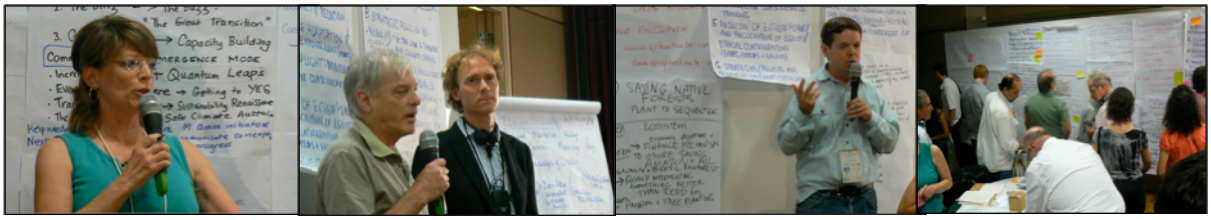
At the end of the day, the conditions, with their attendant solutions, stories, challenges and organizations, were affixed to the Meshwork Wall and entered into the online Meshwork.

## Moving into action

The final day of the conference was spent organizing ourselves into **action streams** for the campaign. The discipline of the more structured conversations of the previous day had built up a head of creative energy that called for a looser container for the day's activities, following the principle '*trust the group*'.

Using the Open Space Technology process, the group self-organized in response to the question **"What do you want to do next, to contribute to the 2020 Climate Leadership Campaign?"** The process provided the group the opportunity to develop actions to support breakthrough conditions, develop elements they felt were still missing, explore the future of the 2020 Climate Leadership Campaign, share projects and materials, and get help from the technical support team to post case stories, solutions and challenges to the online Meshwork. In all, a phenomenal 29 sessions were convened during the morning.

After lunch, the group gathered to hear reports from the morning's sessions, and everybody had the chance to **network and connect** with the different action streams they wanted to commit to supporting after the event. Many of the morning's groups agreed to continue their work online on the Gaiasoft Meshwork platform.



During the networking session, everybody became aware that the world was in the room – Peter Merry, followed by a film crew, circulated around the room interviewing participants on their experience, which was transmitted directly through the cameras to the live internet streaming channel, watched by thousands. Various participants had also been 'tweeting' throughout the conference, so many different constituencies worldwide were aware what was happening in Belo Horizonte and could follow along and even comment back .

To honor the conference's hard work and end on a note of hilarity, the group that had been working on the 'New Story' area performed a closing sketch, including an original poem by veteran and venerable mythologist Jean Houston, with guitar accompaniment by eminent economist James Quilligan. After that, there was no way to get the genie back into the bottle and percussion and dancing continued until the staff of the City Hall threw us all out. It was good to round off such intense and dedicated work with a celebration of our shared humanity.

## Online Meshwork

The purpose of the online Gaiasoft Meshwork is to enable the meshwork members to development their collaboration, continue to build the road map created during the conference and begin implement it in their own countries, starting with Brazil. The online virtual collaboration environment[5] was facilitated by Gaiasoft and Gaiaspace, twinned companies specializing in software products for improving performance and empowering people to work collaboratively toward positive, meaningful and enduring change.

The virtual meshwork builds on the output and commitment generated during the conference, and enables its member to:

- access all participants' **contact** details and profile descriptions
- quickly and easily find relevant people, groups, ideas and other information and resources
- **collaborate** and develop communities of interest for effective engagement and exchange of knowledge, opinions and ideas
- **monitor** and **evaluate** progress and developments using scorecard templates
- **share** communications, information and materials with others, in safe privacy or complete openness (depending on user preferences)
- **learn from and contribute to** a library of the meshwork's best practices
- **report and display** the status on projects and goals from many perspectives.

## Outcome

The content output from the conference must be seen as a starting point, from which the Areas, Conditions and Action streams can be further developed and informed by application stories. Using the outcome the roadmap for the Brazil 2020 Climate Leadership Campaign MDG5 can be visualized in software as follows either as a "Performance Web" showing pillars, conditions, success stories and actions, or as a monitoring and evaluation scorecard.

Performance Web for 2020 Roadmap

| 2020 Areas > Measure | Aug 2009 |
|---|---|
| **1. Educação - Education** | |
| 1.1 Awareness and behavior change | Awareness |
| 1.2 Life skills & values-based framework | Plan |
| 1.3 Establish network of educational leaders | Awareness |
| 1.4 Greening of schools | Awareness |
| 1.5 Training educators in sustainability | Awareness |
| 1.6 Updating resources for teachers and students | Plan |
| **2. Energia - Energy** | |
| 2.1 Mass Communication | Awareness |
| 2.2 Carbon Tax | No Awareness |
| 2.3 Feed-in Tariff | No Awareness |
| 2.4 Access to Financing | Plan |
| 2.5 Forest Conservation & Tree Planting | Plan |
| 2.6 Enable Institution Investors with risk guarantees | No Awareness |
| 2.7 Green Urban Design for EE | No Awareness |
| 2.8 Standards for buildings, cars and appliances | Plan |
| 2.9 Energy services for the rural poor | Awareness |
| **3. Ecossistemas - Ecosystems** | |
| 3.1 Reduce deforestation | Awareness |
| 3.2 Increase carbon in soil | Plan |
| 3.3 Convert to ecological agriculture | Awareness |

Monitoring & Evaluation Scorecard for Roadmap

[5] See http://brasil2020.global.gaiaspace.org/global/.

The roadmap, in the form of areas, conditions for success and action groups, is also used to set up collaboration areas in the Online Meshwork. The success stories can be captured to share as good practice.

The roadmap is designed as a framework to support participants in taking action in their own contexts. Using the virtual meshwork they can keep the roadmap alive, build on it and continue to share their experiences and help each other achieve the goals of the 2020 Campaign. Experience shows that this critical next phase requires comprehensive support.

| Areas | Conditions |
|---|---|
| 1. Education | 1.1. Awareness and behavior change<br>1.2. Life skills & values-based framework<br>1.3. Establish network of educational leaders<br>1.4. Greening of schools<br>1.5. Training educators in sustainability<br>1.6. Updating resources for teachers and students |
| 2. Energy | 2.1. Mass Communication<br>2.2. Carbon Tax<br>2.3. Feed-in Tariff<br>2.4. Access to Financing<br>2.5. Forest Conservation & Tree Planting<br>2.6. Enable Institution Investors with risk guarantees<br>2.7. Green Urban Design for energy efficiency<br>2.8. Standards for buildings, cars and appliances<br>2.9. Energy services for the rural poor |
| 3. Ecosystems | 3.1. Reduce deforestation<br>3.2. Increase carbon in soil<br>3.3. Convert to ecological agriculture<br>3.4. Restore degraded areas<br>3.5. Land use and occupation<br>3.6. Revitalization of hydrographic basins<br>3.7. Local food production<br>3.8. Universalization of environmental sanitation |
| 4. Economy | 4.1. Full cost accounting<br>4.2. Escalating carbon taxes<br>4.3. Shift subsides from over consumption<br>4.4. Transfer green assets from North to South<br>4.5. Democratic governance of economy |

| | |
|---|---|
| | 4.6. Carbon screening of stock markets<br>4.7. Shift from debt-based currency |
| 5. New Story | 5.1. World spirituality based on mutual values<br>5.2. Transcends old stories<br>5.3. Adaptable, generative a strange attractor<br>5.4. Catalyze interdependence of earth & family<br>5.5. Media, education & families share stories across all sectors<br>5.6. The Earth Charter is a living constitution<br>5.7. Economics serve sustainable prosperity<br>5.8. All beings invited to be weavers of the new story |
| 6. Governance | 6.1. Commitment to change<br>6.2. Mobilizers at all levels<br>6.3. Global system of GHG inventory<br>6.4. Share information / Knowledge cross disciplines<br>6.5. Globally acceptable monitoring / tracking systems<br>6.6. Strengthen international policy/legislation<br>6.7. Specific capacity building<br>6.8 Recognition for innovative actions |
| 7. Values & lifestyles | 7.1. Demonstration Media Campaign<br>7.2. Ethical Advertising<br>7.3. Educational Media Campaign<br>7.4. Right to safety<br>7.5. Community consciousness Training<br>7.6. Empowerment networks<br>7.7. Restorative Justice |
| 8. Infrastructure | 8.1. Heavy-weight transport matrix<br>8.2. Public transport<br>8.3. Incentive to green business<br>8.4. Better designed public transportation<br>8.5. Better sized vehicles for heavy-weight transport in cities<br>8.6. Bicycles<br>8.7. Social generation of renewable energy<br>8.8. Use rain water<br>8.9. Efficiency of civil construction |
| 9. System dynamics | 9.1. Feedback loops + inquiry for learning & adjustment<br>9.2. Inquire into purpose & surface assumptions before acting<br>9.3. Methods for addressing complex problems<br>9.4. Software serving process |

| | |
|---|---|
| | 9.5. Anchoring SWF group in integral ground of being<br>9.6. Cultivate the commitment to wholeness<br>9.7. All areas to identify conditions in 4 quadrants<br>9.8. Use scorecard to map overlapping conditions across areas<br>9.9. Method for aligning values across/within areas<br>9.10. Communication channels across areas |
| 10. Media for awakening awareness | 10.1. Holistic language application in multi-platform media<br>10.2. Power of media to influence institutional powers and leaders<br>10.3. Teaching of sustainable ethics in schools<br>10.4. Critical thought about media in communication/media schools<br>10.5. Dissemination of climate solutions in mass media<br>10.6. New journalist concepts based on collective imagination<br>10.7. Digital gadgets to engage all ages in sustainability<br>10.8. Video games as differentiated media to catalyse individual & collective awareness<br>10.9. Communicating sustainable life styles |
| 11. Human security* | 11.1. Redefinition of the commons and social contracts<br>11.2. Disaster risk & vulnerability reduction<br>11.3. Equitable + sustainable + adaptation + community empowerment<br>11.4. Consciousness training for leadership<br>11.5. Reduction of extreme poverty and recognition of equity issues<br>11.6. Strategies & policies for dealing with refugees & migrants<br>11.7. Sustainable cities and resilient social ecological systems<br>11.8. Legal empowerment of the poor<br>11.9. Good governance, reduced corruption |
| * Area 11 was added during an Open Space session on the third day of the conference. | |

## Recommended reading


- Art of Hosting (2008) *Hosting as Art*. (http://www.artofhosting.org/theart/)
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- The World Cafe (2008). *Homepage*. (www.theworldcafe.com)
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- Wilber, K. (2001). *A Theory of Everything*. Shambhala: Boston.

## Appendix 1: People

**Speakers at the Opening Ceremony**

- Jim Garrison - *President, State of the World Forum*
- Emilia Queiroga - *Director, State of the World Forum / Brazil*
- Marcio Lacerda - *Mayor of Belo Horizonte*
- Mounir Tabet - *Coordinator - Egypt, UN / World Bank Global Environmental Facility*
- Nicky Gavron - *Former Deputy Mayor of London*
- Jean Houston - *President of the Foundation for Social Mastery*
- Carlos Minc - *Minister of Environment, Brazil*
- Sergio Serra – *Member of the Brazilian delegation to Copenhagen*
- Ricardo Young - *CEO of Ethos Institute*
- Aécio Neves - *Governor of Minas Gerais*

**Conference keynote speakers**

- Marc Weiss - *Founder and CEO of Global Urban Development*
- Lester Brown - *President, Earth Policy Institute*
- Jose Carlos Carvalho - *Secretary of State, Minas Gerais*
- Nicky Gavron – *former Deputy Mayor of London*
- Jean Houston – *President of the Foundation for Social Mastery*
- Prince Don Joao Orleans
- Sergio Besserman – *President, Council of Sustainable Development, Rio de Janeiro*
- Paul Ray – *Sociologist*
- Myuki Endo - *President, University of Experience*

**Conference design and facilitation team**

- Jim Garrison
- Emilia Queiroga
- Robertson Work
- Peter Merry
- Robb Smith
- Anne-Marie Voorhoeve
- Lisette Schuitemaker
- Richard David Hames
- Morel Fourman
- Paul Ray
- June Timberlake
- Uta Jenich
- Chris Reynolds
- Helen Titchen Beeth


# BRIEFING DOCUMENT

# 2020 Climate Leadership Campaign

# "2050 by 2020"
# *and*

## A SUCCESSFUL STRATEGY TO REDUCE CARBON EMISSIONS BY 80% BY 2020

**At the heart of the 2020 Climate Leadership Campaign are two essential goals:**

**1. Our strategic goal is "2050 by 2020". What our governments are negotiating in the Copenhagen negotiations – reducing carbon emissions by 80% by 2050 -- must be achieved by 2020 for the world to have any meaningful impact on stopping global warming.**

**2. Our operational goal is to come up with a roadmap containing the strategic areas for action that can achieve an 80% reduction in carbon emissions by 2020 and to prototype a process that has built in the flexibility and adaptiveness to be able to adjust to a moving target as the science and conditions develop. We have summarized the beginnings of the operational plan of action in seven solution areas listed below.**

***We already know what needs to be done to reduce CO2 emissions 80% by 2020 and align our lifestyles with the natural systems of the earth. We can achieve this using technologies that are available today. All that is needed is leadership. Our 2020 Climate Leadership Campaign is designed to catalyze this leadership.***

The Belo Horizonte Forum brings together specialists from around the world and Brazil for three days to develop a **2020 Plan of Action**.

One of the starting points for our deliberations will be the seven solution areas to achieve our 2020 goal set out in the Appendix. These will be supplemented, modified, refined and adapted by the 200 participants during the Forum. The resulting action plan will be further developed at the State of the World Forums in Washington, D.C. February 28 – March 3, 2010 and in Rio de Janeiro August 30 – September 3, 2010 as well as by national mobilizations around the world.

## 1. "2050 by 2020" Call to Action

**At the heart of our *Climate Leadership Campaign* and the purpose of the Belo Horizonte conference is resolving the contradiction between what our governments are negotiating and what our scientists are asserting about the accelerating pace of global warming**. This is why climate leadership is so crucial. Most governments talk about the urgency of global warming and then make vague commitments to reduce carbon emissions by 80% by 2050. The unfortunate truth is that the official negotiations going into Copenhagen are unlikely to result in an agreement by December.

In the meantime, $CO_2$ emissions continue to increase and are projected in most 2050 scenarios to do so until they peak at around 2030. This basically allows business as usual for another twenty years. And yet, our scientists now tell us that the current world situation with regard to climate change is worse than the worst cast scenario of the IPCC in its 2007. So the situation is becoming more urgent with every day that passes, and serious action is needed NOW.

Even more troubling is the fact that even if the governments *are* successful in reducing carbon emissions by 80% by 2050, this will not be enough. ***According to a recent study by MIT, if all the governments completely fulfill their current promises (i.e. essentially to reduce carbon emissions by 80% by 2050)*** $CO_2$ ***levels will have reached over 600 ppm by then and global temperatures will have risen at least 4°C.***

This contradiction between what the governments are negotiating and what the science says is the most crucial fact in the climate change crisis today. According to the 2006 Stern report and numerous other models, a rise of 4°C would mean:

- hundreds of millions of people at risk of coastal flooding each year with sea level rises of up to 25 meters
- dramatic reductions in water availability and increased droughts around the world
- a radical decline in agricultural yields resulting in severe food shortages worldwide
- some 20-50% of all animal and plant species would face extinction.

It is for these and other reasons that when he accepted the 2007 Nobel Peace Prize on behalf of the IPCC, Dr. Rajendra Pachauri said *"If there's no action before 2012, that's too late. What we do in the next two to three years will determine our future. This is the defining moment."* Thousands of scientists around the world agree. Lester Brown, who will keynote our conference, states bluntly that we are facing the demise of human civilization itself if we do not take action now

To have any impact on global warming, the world must reduce carbon emissions by 80% by 2020. This would keep the concentration of $CO_2$ in the atmosphere - already at 384 parts per million (ppm) - from exceeding 400 ppm, thus keeping any rise in future global temperatures to a minimum.

**2. Reducing Carbon Emissions by 80% by 2020.**

Action to reduce carbon emissions fall into two basic categories:

• **The first category focuses on activities like improving energy efficiency, replacing fossil fuels with renewable energy, and cleaning up the environment.** *Plan B 4.0,* by Lester Brown, the Founder of Earth Policy Institute, lays out a strategy for how the world can reduce carbon emissions by 2020 with existing technology. For a summary of these actions, see the Appendix**.**

• **The second category concerns lifestyle changes and developing a culture of sustainability and local resilience.** These are based on an integral approach to our climate crisis which seeks to align our inner motivations with our behavior, both individually and collectively.

**Our goal is both to reduce carbon emissions and to create a culture in which we can align our lives and our economies with the natural systems of the earth.**

While the first category concerns what we can do at national and industry level, the second concerns what we believe and how we live our lives - in other words, it has to do with our *interiors*. This is an important part of what we mean by "Climate Leadership." Our leadership must be as personal as it must be public. It must affect our lifestyles as much as it affects public policy. We cannot reduce carbon emissions by 80% and develop climate prosperity by 2020 without coming to terms with the stark fact that our lifestyles and our cultural beliefs are as unsustainable as our corporate activities and our national policies.

To deal decisively with global warming, we must take an *integral* approach which looks at our interiors as much as our exteriors, our beliefs as much as our actions. All aspects are integrally involved in both our crisis and our solution. We will thus be using an integral framework for our 2020 scenario planning. Climate leadership must be integral leadership.

## APPENDIX - THE SEVEN SOLUTION AREAS OF OUR 2020 CLIMATE LEADERSHIP CAMPAIGN

### 1) Reducing reliance on fossil fuels

Global warming is due to our addiction to fossil fuels, which comprise 80% of our economies. Virtually everything human beings do from the way they prepare their food, heat their homes, transport themselves, and consume products and services is based on use of fossil fuels. All our plastics, for example, are based on petroleum and so are most of our cosmetics. We must understand that our way of life is releasing 70 million tons of $CO_2$ into the atmosphere every day. To stop this we have to stop using fossil fuels.

One effective way to do this is to begin to **tax carbon emissions while simultaneously creating tax incentives for clean technologies and renewable energy**. Environmental tax restructuring has been going on for some time in Europe. A four-year plan adopted in Germany in 1999 systematically shifted taxes from labor to energy. By 2003, this plan had reduced annual $CO_2$ emissions by 20 million tons and helped to create approximately 250,000 additional jobs. It also accelerated growth in the renewable energy sector, creating some 64,000 jobs by 2006 in the wind industry alone, a number that is projected to reach 103,000 by 2010. Between 2001 and 2006, Sweden shifted an estimated $2 billion in taxes from income to environmentally destructive activities. This shift of some $500 per household came from hikes in taxes on electricity, fuel, and $CO_2$ emissions. The government estimates that without carbon taxes, emissions would be 20% higher than they are now. Other countries using tax shifting include Denmark, the Netherlands, Italy, Norway, and the United Kingdom.

### 2) Implementing energy efficiencies

Simply conserving energy is the quickest and most effective way to stop global warming. Most homes and offices lose 40-50% of their energy simply because windows and doors are not insulated and the structure of the building and the materials used are not designed for energy conservation. In the US, for example, buildings use roughly 70% of all electricity consumed and produce 40% of the $CO_2$ released. Simply retrofitting buildings and making them more energy efficient would save 20-40% of $CO_2$ emissions. Individuals can switch to compact fluorescent lighting, unplug electronic devices when not in use, invest in proper insulation and replace older refrigerators to newer more energy efficient models.

Investing in energy efficiency to offset increasing energy demand is often cheaper than expanding the energy supply to meet that demand. Efficiency investments typically yield a high rate of return and can help fight climate change by avoiding additional $CO_2$ emissions. In stark contrast to the International Energy Agency's projected 30% growth in global energy demand by 2020, realizing efficiency measures alone would lead to a 6% decline in global primary energy demand from 2006 levels by 2020. Beyond these productivity gains, because producing power from fossil fuels generates large amounts of waste heat (and wasted heat equals wasted energy), simply shifting from fossil fuels to renewables would further reduce primary energy demand in the energy economy.

### 3) Developing renewable energy

While capitalizing on energy efficiency measures allows the world to off- set the projected increase in energy demand, switching to renewable sources of energy puts us on the path to slashing net carbon dioxide emissions 80 percent by 2020 and shifting the basis of human civilization to energy sources that are clean, renewable and sustainable. The first priority is to replace all coal- and oil-fired electricity generation with renewable energy sources. Just as the nineteenth century belonged to coal and the twentieth century to oil, the twenty-first century must belong to the sun, the wind, and energy from within the earth. The major renewable energy sources:

**Wind Energy:** World wind electricity generating capacity has expanded from 17,000 megawatts in 2000 to over 100,000 megawatts in 2008. At the country level, Germany has installed the most wind power, with 22,000 megawatts supplying 7 percent of its electricity. Next come the United States, Spain, India, China, and Denmark. Denmark leads the world in the national share of electricity from wind, now at 20 percent. Its goal is to push that to 50 percent, with most of the additional power coming from offshore wind farms.

**Solar:** Production of solar cells that directly convert sunlight into electricity is doubling every two years. Worldwide, cumulative production now tops 12,400 megawatts. While many of the initial installations were off the electrical grid, utilities are now beginning to capitalize on the enormous otherwise- unused area of rooftops as a ready source for distributed power generation. Concentrated solar thermal power projects, which capture heat from sunlight to generate steam that drives a turbine generation, show that producing electricity from the sun on a large scale can be profitable. Algeria, now a leading oil exporter, has plans to develop 6,000 megawatts of solar thermal electric generating capacity for export to Europe via undersea cable. A project on that scale could meet the house- hold electricity demand of a country the size of Portugal.

**Geothermal**: It is widely known within the energy community that there is enough solar energy reaching the earth each hour to power the world economy for one year, but few people know that the heat in the upper six miles of the earth's crust contains 50,000 times as much energy as found in all the world's oil and gas reserves combined. The potential of geothermal energy to pro- vide electricity, to heat homes and greenhouses, and to supply process heat for industry is vast. Iceland currently heats close to 90 percent of its homes with energy from the earth. In the Philippines, 25 percent of electricity comes from geothermal power plants. In El Salvador the figure is 22 percent. Other countries rich in geothermal energy are those bordering the Pacific in the so-called Ring of Fire, including Chile, Peru, Mexico, the United States, Canada, Russia, China, Japan, Indonesia, and Australia, as well as the countries along the Great Rift Valley of Africa and those around the Eastern Mediterranean. A 2006 Massachusetts Institute of Technology study found that for the United States, an investment of $1 billion in geothermal research and development—roughly the cost of one coal-fired power plant—could yield 100,000 megawatts of electricity generating capacity from enhanced geothermal systems by 2050, the equivalent of 250 coal-fired power plants.

**4) Creating clean technologies**

There are a host of clean technologies emerging that are not dependent on fossil fuels and therefore do not pollute the atmosphere with CO2. These include renewable energy, information technology, green transportation, electric motors, green chemistry and energy efficient appliances and technologies. The purpose of clean technologies is to dramatically reduce the use of natural resources and cut if not eliminate emissions and waste. The three main clean technology sectors are solar photovoltaics, wind power, and biofuels.

Investments in clean technologies are burgeoning. Biofuel companies alone received a record $148 billion in 2007 alone. Over-all investment in clean energy and energy efficient technologies rose 60% from 2006 – 2007.

**5) Cleaning up natural systems**

Even as we shift from fossil fuels to renewable energy, we must clean up our natural systems. Almost every aspect of the world's environment - from water, soil, air, oceans, forests, and rivers - is polluted and needs to be cleaned up. In terms of global warming, the most effective short term action that can be taken is to stop cutting down our forests. In the last fifty years, we have cut down 50% of the world's forests.

Deforestation has already been banned in some areas to moderate flooding, stabilize soils, and prevent erosion. Because the world's remaining forests store massive amounts of carbon, the impetus for forest protection now goes beyond local environmental protection to global climate protection. Stopping forest destruction will involve reducing wood and paper consumption, boosting recycling, and curbing the pressures to deforest that come from population growth and the expansion of agriculture and rangelands. By ending net deforestation, we can cut 2020 $CO_2$ emissions by 1.5 billion tons.

A newly planted tree in the tropics can remove 50 kilograms of $CO_2$ from the atmosphere each year during its average lifespan of 20–50 years. A tree in the temperate regions can take in 13 kilograms. New trees planted on the 171 million hectares of degraded land that can be profitably reclaimed around the world could, by 2020, take up over 950 million tons of $CO_2$.

In late 2006, the UN Environment Program, inspired by Nobel Peace Prize winner Wangari Maathai, announced plans for a worldwide effort to plant 1 billion trees in one year. This initial target was easily exceeded, and by mid-2008, more than 2 billion trees had been planted in more than 150 countries. Leaders include Ethiopia with 700 million trees, Turkey with 400 million, and Mexico with 250 million.

**6) Creating sustainable lifestyles**

At the heart of any successful 2020 strategy is transforming our lifestyles. Ordinary citizens can all become climate leaders by coming to terms with the reality that all of our lifestyles are as unsustainable as our corporate practices and government policies.

All of us are contributing to global warming and therefore all of us need to solve it. Roughly 25% of global warming is due to how we live and what we eat. That's as much as all our transportation pollution combined. For example, reducing showers by two minutes reduces carbon emissions by over 30 kilos per month.

Everything we do that is powered by fossil fuels has a $CO_2$ cost, and it adds up — just like credit card debt. Some actions, like commuting in a gasoline-powered car, have obvious carbon costs. Others are less clear but still significant. Take our diets, for example. Cows are responsible for an estimated 18% of global carbon emissions, so when we eat a hamburger, we are effectively emitting $CO_2$ as well. Even something as small as a cell phone or an iPod will add to your carbon footprint, thanks to both the energy used to produce and ship it and the energy later needed to charge it.

People can help stop global warming by limiting beef in their diet, driving or flying less, reducing the amount of power used at home whenever possible, either through conservation or with appliances that are more energy-efficient. They can also radically reduce their consumption of products. Rather than throw things away, have them fixed and use them for as long as possible. The most effective way for the common citizen to become a climate leader is to conserve energy. We must learn to increase prosperity without growth.

**7) Establishing a culture of sustainable growth**

We must replace the myth of growth at all costs, which is the basis of the fossil fuel economy, with the notion of prosperity without growth. The natural systems do not have to be consumed to increase our GDP. We do not have to throw everything away to generate jobs and profits. Climate protection and economic prosperity are not mutually exclusive.

Core strategies to create a vibrant economy – innovation, efficiency, strategic investment, and finding better ways to use and reuse resources – are exactly the same steps we need to cope with global climate change. These actions will increase jobs, incomes, productivity, and competitiveness, and they're all green. The idea of moving from "resource-wasting capitalism" to "resource-saving capitalism" is simply good business practice.

Numerous corporations, including DuPont, General Electric, IBM, and Nike, are practicing innovation, efficiency, and conservation to enhance their productivity and competitiveness. DuPont responded to "peak oil" by switching from petrochemicals to life science bio-products, substantially improving its profitability through saving $3 billion and expanding revenues by producing goods that are better for the environment.

At the state level, Californians saved $56 billion on electricity expenses over the past three decades through improved energy efficiency, primarily from state and local government policies requiring higher standards for buildings and electrical appliances and providing financial incentives for utility companies, businesses, and households to conserve energy and use renewable sources. Private consumers reinvested much of this savings in the state's economy, directly contributing to higher economic growth and greater prosperity by generating 1.5 million full-time jobs with total annual

income of $45 million.

**Summary**

Cutting $CO_2$ emissions by 80% and creating a culture of sustainability by 2020 will require a world-wide mobilization.

• To prevent global energy demand from increasing, we must begin **massive investments in energy efficiency.**
• To cut carbon emissions we must:
  • **replace fossil fuels with renewable energy sources** for electricity and heat production (33%)
  • **restructure our transportation systems** and **reduce coal and oil use in industry** (14%)
  • **end deforestation worldwide** (16%)
  • **plant billions of trees** and **manage soils to sequester carbon** (17%)
• To become sustainable, energy efficient and resilient, we must **transform our lifestyles and create a culture of sustainability.**

**If we do this, we can develop a culture of prosperity without growth based on the natural systems of the earth.**

**The 2020 Climate Leadership Campaign is committed to this mobilization.**

**For further information on the 2020 Climate Leadership Campaign:**

**www.Brasil2020.com.br**
**www.worldforum.org**

**For further information on Lester Brown's Plan B 4.0:**

**www.earthpolicy.org**

**For further press information contact Leandro Grandi at**
leandro.grandi@fsb.com.br

## Appendix III: Reflections of some of the designers and facilitators

*Peter Merry – lead facilitator*

The 2020 Climate Leadership event in Belo Horizonte was for me a great experience in dynamic steering! We were dealing with continually changing circumstances, people coming in and out of the team, and input from different directions. It was a great practice in holding our higher intention for the event, whilst staying open for any incoming information that was relevant to what we were designing. It was a delight to work with a team of a very high quality, knowing that anything that anyone had to say was of relevance – the challenge of that being to integrate it into our design as it evolved.

As for the event itself, we learned huge amounts about the interface between needs for participants in the moment, needs for ensuring good conditions for ongoing collaboration, and broader political needs for the campaign on location in Brazil. The first day was primarily framing, with much input from a diversity of people. I could feel the energy building through the day, with participants' need to do something with the information that was coming in. In the future, we definitely need to look at ways for digestion and engagement with that information. We had the chance to do a short visioning exercise at the end of that first day, slowing things down and getting the participants interacting.

It felt as it if the second day was a process of convergence, from a broad conversation about areas to detailed analysis of specific conditions. Any process of convergence brings tension with it, as some people want to say broad, and having to focus in on one element of the bigger picture can be challenging. Having really converged this compactly at the end of that day, there was now lots of energy to diverge out again, and Open Space Technology was really the only option to do justice to that need. The opportunity I feel we missed here was to link the Open Space sessions more explicitly to the specific areas and conditions that had emerged the day before, although to try to confine it to that given the tension around I don't think would have worked. The lesson I think is to take more time for the convergence, so that the compression is less intense, giving us more space to diverge in a way that is more coherent with the previous day's work.

For me personally, a critical moment was before we started on the second day, where I was feeling the frustration of the participants about the fairly one-way process of the day before. I felt myself get defensive, but with help from colleagues managed to catch it on time, and had a moment to really open my heart to all the participants in the event, knowing that we were all in this together, all trying to work out how best to meet the needs of a planet in peril. That held me for the next two days, and I believe we created something that will reverberate out for years to come.

*Lisette Schuitemaker – energetic spaceholder*

Never before have I so openly been holding the space during a conference and never before have I experienced this energetic work being so openly valued. Part of this is surely Brazil, where spiritual and energy work to my western eyes seem so ingrained in the culture that it is not seen as 'something else'. Where we wouldn't think of starting a conference with a song of gratitude to God, that was how the tone was set on the first day. Each morning Emilia Queiroga took time for silence and centering.

From the beginning she had had two groups of Reiki masters holding and working with the energy of this gathering, just as Anne-Marie, Helen, and I had been doing the same with a Women Moving the Edge group and with a more masculine measuring and balancing approach from the Center for ECO-therapy. The four of us took part in the ceremony of the Brazilian spaceholders before the opening of the event.

Energetically the first day was hard. With one speech after the other outlining the dire straits we're in and how we need to get our act together, to me it felt difficult to keep opening to the highest potential of our getting together. Like a toddler starting to stand and falling time and again, the field started to build and collapse, leaving us all exhausted and puzzled by the end of

the day. It would certainly have been easier if we had realized how our sitting through the speeches was paving the way for all sorts of political alliances that Jim was forging. And my hat off to you, Jim, for your crystallizing capacities.

On the second day, when on behalf of the design team Peter Merry led the group through a full work day of identifying areas and conditions, I sat cross-legged with my eyes closed most of the day. I found myself letting in all the criticism, judgment, anger, ideas of revolt, feelings of being unseen and undervalued etc, greet them with love and so neutralize them. There was a lot going on in this room full of deeply caring experts who were asked to keep themselves in check and contribute what they could to the collective wisdom producing process.

In the meantime I opened up ever more deeply to the condition of the Earth and its climate as the day passed. I sat on my chair and cried the tears of all of us. Tears for not realising for so long what we have been doing. Tears of despair. Tears for our loved ones whom we so desperately want to shield from what we see coming. Tears of bonding around this common purpose. Tears of thinking we know what to do and not knowing how to come together to do it. Tears.

Although we did not collectively go to this place of vulnerability until the day after the conference, it was palpably there all the time. Government officials, NGO activists, writers, scientists - we had all come together out of deep caring. Deep calling. Still it wasn't easy to work together. But we did it. Even with all the resistance, we did it. We filled Gaiaspace with our individual profiles and our collective thinking. We came together in meaningful conversations. We forged a bond that continues to live, even as we spread over the world.

As a result of the conference, I feel us connected energetically as well as through Gaiaspace. It was not an easy process, but we took on board what we could. We displayed the best example I've yet come across of being inclusive while moving forward with focus. I feel deeply connected to all who were there, even if I didn't get to speak to many. It feels as if we've formed a grid, an energetic pattern that informs the whole movement of enabling greater coherence in the many actions worldwide geared towards continued human life on this amazing planet.

I continue to tune into the field of the conference, as do the other spaceholders. And with the busyness I feel the depth. A caring that moves me. A caring that can move mountains. Or, more aptly in this case, shift systems. It is from love that the new is being born. A love I felt throughout the process of designing, delivering and now doing what we can together.

*Paul Ray*

The most enduring impression that I came away with is that nearly everyone came to the conference with something positive to contribute, having already gnawed on the climate crisis issues for some time. Many were thrilled to find lots of others of like mind, and greatly heartened by it. My impression is that by the end, most were fully engaged and felt heard by significant collaborators in big issues that they cared most about. Certainly the Brazilians seemed to feel a huge forward momentum emerging for their own needs. The foreign visitors were a more diverse group, and more broadly expert and cosmopolitan. Many may not have gotten what they wanted out of the conference. In any case, our subjective impressions are not enough: We need to get systematic feedback from conference participants now that a month has passed.

But also many participants were frustrated in their intent to share what they had with a larger group, by the conference putting them into a straitjacket on the first day. We wrong-footed ourselves by wanting to set things up for the GaiaSoft software input, for too many people had with their conversations and enthusiasm dampened. We need to have a better way to do that than having to use extraordinary and adaptive leadership to dig ourselves out of a hole. I suggest that we do much more to get a significant number of people acclimated to any computer input system well before they come to the conference, and then they can help the others.

We needed to start with a better opening into surfacing the agendas that people brought with them, and then blending those agendas into a larger vision of what was needed. This was not a general audience conference, nor a public officials conference, but a particular kind of

committed-activist conference, in that even the nerdiest of our participants was, within their own home context, a relatively strong activist on these issues. By the end of the conference, the constant adjustments of the group process that we used had a good effect. We needed more of the processes we tried later to be used earlier, to work on sharing commitments and helpful contributions, and turning that toward shared goals, and translating it into action concepts.

My impression is that those who came to the conference hoping to use an Integral Theory approach were thoroughly frustrated in their desires. There are two parts to this difficulty:

1) it was partly a mismatch of cultural styles of the Integral Institute, with its subculture of personal change, and the people who care about climate change, coming from a more activist subculture, that the conference participants brought with them. Overcoming this mismatch will call for reorientation on both sides.

2) Our failure to apply an Integral approach is also partly a matter of a subject matter mismatch of (a) the more intra-psychic, and micro-social-cultural focus on individual change used by the Integral approach to date, as compared with (b) the environment-and-energy topics, and much more macro-social-economic-technological-policy focus, of the subject matter area of climate change. The hard work of linking these two areas has not yet been done, and a working conference is probably not the place to start.

## Appendix IV: Closing Poem by Jean Houston

This is the way the system rules
Turns us into a pack of mules
Where does it end, where does it start
Everyone must play their part
To pull the train of the System

This is the way we educate
Graduate and fabricate
Back to basics, that's the fad
You're bored to death. Ain't that sad
But that's the school of the System

The new idea that you submit
Just send it on in triplicate
It will come back from you know who
It's stamped. Forget it. Catch 22
For that's the way of the System

General Motors, General Foods
General Mills for general moods
Tweedle Dum and Tweedle do
The tax boys are after you
To pay your debts to the system

Paragraph 9. Addendum B
Item 4, Line 33
Look above and what do you know
It says "Up there and see below"
And that's the Law of the System

Paris France and old Brazil
Their governments too will swallow the pill
America will take the lead
For they have the greatest greed.
And that's how it works in the System.

A hundred million years from now
A universal system won
And all the stars cooperate
And form in lines so nice and straight
The cosmic way of the System.

This is the way the System goes
Poisons its air to spite its nose
No new ideas and not on time
The system doesn't know how to rhyme… any more
And that's the way of the System.

## Appendix V: Form for entering content into the Gaiasoft Meshwork

**Meshwork Create Content Form** **Please, write clearly in capital letters**

* Name - **Nome**:
* I want to… (check 1 only)
**Eu quero... (marque somente 1)**
Share (Challenge, Solution, Case Story, Idea, Resource)
**Compartilhar (Desafio, Solução, Caso, Idéia, Recurso)**
Make a Request (Buy, Receive)
**Fazer um pedido (Comprar, Receber)**
Make an Offer (Sell, License, Give, Offer)
**Fazer uma oferta (Vender, Licensiar, Doar, Oferecer)**

* **Email:**
* This is a … (check 1 only)
**Isto é um... (marque somente 1)**
Case Story - **Caso**
Challenge - **Desafio**
Financing Opportunity - **Oportunidade de fincanciamento**
Project/Group/Organization
Idea – **idéia**
Next steps – **próximos passos**
Opportunity - **Oportunidade**
Product/Service
Solution – **Solução**
Sponsorship opportunity - **Oportunidade de patrocínio**

* Title - **Título:**
* Summary - **Mini Resumo (140 characters):**

* Key Benefits - **Principais benefícios (to our shared purpose):**

* Tags (key words) - **Palavras Chaves:**

* Content Text **- Conteúdo texto:**

* Place **- Lugares**

☐ Brasil ☐ Brasil, BA ☐ Brasil, CE
☐ Brasil, DF ☐ Brasil, MG ☐ Brasil, MT
☐ Brasil, PR ☐ Brasil, RJ ☐ Brasil, RN
☐ Brasil, RS ☐ Brasil, SC ☐ Brasil, SP
☐ Australia ☐ Belgium ☐ Bolivia
☐ Canada ☐ China ☐ Egypt
☐ Italy ☐ Mexico ☐ Netherlands
☐ Norway ☐ Panama ☐ Slovenia
☐ Spain ☐ Sweden ☐ Switzerland
☐ Thailand ☐ UK ☐ USA
☐ Uruguay

* Sectors **– Setores (A-E)**

**Agriculture - Agricultura**
**Buildings - Edifícios**
**City - Cidade**
**Civil society - Sociedade civil**
**Cultural practices - Práticas culturais**
**Education - Educação**
**Electricity generation and supply - Geração e fornecimento de energia**
**Energy - Energia**
**Enviroment/ecology - Meio ambiente/ecologia**
**Federal - Federal**

* Sectors **– Setores F-Z**

**Financial - Financeiro**
**First nations - Primeiras nações (índios)**
**Forestry and paper - Silvicultura e papel**
**Health care - Saúde**
**ICT - Informação,comunicação e tecnologia**
**Justice - Justiça**
**Municipal government - Governo municipal**
**Oil, gás and mining - Óleo, gás e mineração**
**Politics - Política**
**Professional association - Associação profissional**
**Province/state - Província/estado**
**Retail - Varejo**
**Services - Serviços**
**Steel and other metals - Aço e outros metais**
**Transport - Transporte**
**Utilities - Utilidades**
**Waste - Desperdício**
**Water – Água**
**Other - Outros**

* Area **- Áreas**

* Role **- Papéis**

**Business - Business**
**Education - Educação**
**Government - Governo**
**Spiritual - Espiritual**
**Community - Comunidade**
**Entrepreneur - Empreendedor**
**Media - Mídia**
**Social enterprise - Iniciativa social**
**Student - Estudante**
**Cultural - Cultural**
**Facilitation - Facilitação**
**NGO - ONG**
**Social enterprise - Empreendedor Social**
**Others – outros**

* Required Field **- Campos Requeridos**

**Appendix VI: Participatory methods, background social technologies**

The two participatory methods used during the conference are World Café and Open Space Technology.

*World Café*

As a conversational process, the World Café is an innovative yet simple methodology for hosting conversations about questions that matter. These conversations link and build on each other as people move between groups, cross-pollinate ideas, and discover new insights into the questions or issues that are most important in their life, work, or community. As a process, the World Café can evoke and make visible the collective intelligence of any group, thus increasing people's capacity for effective action in pursuit of common aims. In this process, it enables the group to quickly surface the most commonly felt areas of focus for the Climate Leadership Campaign. It also served to build group cohesion and collective focus.

*Open Space Technology*

Open Space Technology is a way to enable a diversity of people to create inspired meetings and events. In Open Space meetings, participants create and manage their own agenda of parallel working sessions around a central theme of strategic importance or a compelling calling question. The common result is a powerful, effective connecting and strengthening process, focusing on the conversations that are meaningful for any group at a particular time. Open Space defines the borders for creativity enabling people to self-organize in a natural way, without top-down directives or control. When there is a degree of alignment, a sense of shared purpose or vision, surprising innovation occurs in any group. Participants take responsibility for what they care most about, creating dynamic and focused interactions. For this group, it enabled the participants to take the outcomes of the World Cafe - the areas and breakthrough conditions for the 2020 Climate Leadership Campaign - and organize themselves into groups to focus on the action they felt most committed to carrying forward, in a number of parallel sessions.

**Appendix VII: Meshworking background**

In a network, the level of analysis is that of the individual partners, and the connections between them are motivated by each partner's individual self-interest. In a meshwork, the self-interest of each partner is situated in the context of the meshwork's common purpose. What a meshwork can achieve is far beyond anything that any of the individual partners could achieve on their own.

In a meshwork, special attention is given to each partner's unique qualities and how their uniqueness can be enhanced and vitalized through their connection to other unique partners. The relation of each partner's driving motivations and interests around the common purpose is explored through deep conversation. In order to reach someone's interior, intentions/values, talking with and listening to people is essential (Beck, 2007; Merry, 2006).

The experience of the Hague Centre has shown that for a meshwork to be successful there are a number of principles to be followed:

| Principles of Meshworking | |
|---|---|
| **Requisite System** | Identify and engage the **requisite system. Who needs to be in the room?** |
| **Motivation and Intentions** | Elicit and take into account the diversity of underlying **motivations and intentions** |
| **Already There** | Assume that everything we need is **already there** |
| **Critical Areas** | Identify, align and focus *existing* resources on **critical areas** |
| **Common Interest** | Uncover the **common interest** between stakeholders by identifying a higher goal |
| **Unique Contribution** | Make explicit and honor the **unique contribution** that each stakeholder is already making to the purpose of the meshwork |
| **Synergy** | Transform friction and conflicts of interest into **synergy** and co-creation<br>(rather than consensus and compromise) |
| **Sense of Belonging** | Support and nurture the **sense of belonging** to the meshwork |
| **Own Goals** | Continually illustrate to the stakeholders how their participation in the meshwork helps them achieve their **own goals**/purpose |
| **What is Right** | Focus on ***what is right*** rather than *who is right* |

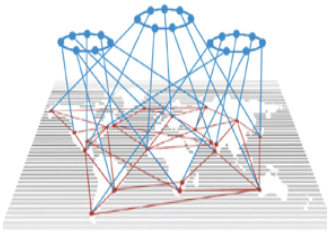
**Meshwork Implementation**

Viewing the conference through the lens of meshworking, the Brazilian and international participants represent the individual partners and the common purpose consists of achieving the goals of the 2020 Climate Leadership Campaign. As explained above, in a normal network the connections between the members are motivated by each partner's individual self-interest. This is reflected in the normal setup of conferences, where participants will have prepared a presentation of the work they have been doing. Although such presentations give insights and information about what is going on where, they are static, and interaction, cooperation and - especially – listening, tend to be sub-optimal. Each participant holds a valuable perspective that is rooted in their personal, cultural and country-specific experience, and they will tend to judge from this perspective. They will tend to make connections based upon their individual, or their field's, self-interest. As a result they might miss valuable input as it is not aligned with their perspective, or in some situations they might even find themselves acting defensively when their perspective is questioned.

In a meshwork, special attention is given to each participant's unique qualities and how their uniqueness can be enhanced and vitalized through their connection to other unique partners. And the self-interest of each partner is situated in the context of the meshwork's common purpose. Here the different country- and field-specific perspectives of the participants are valuable as they provide unique insights, but the perspective for cooperation should also be that of common purpose: to reduce *global* CO2 emissions by 80% by 2020. In order to realize effective international cooperation in the form of a 'community', as opposed to a 'network', all members of the 2020 Climate Leadership Campaign meshwork – those who participated in the Belo Horizonte conference and those who join thereafter - should be stimulated to align their cooperation towards the common purpose. In this way valuable input that does not necessarily align with their self-interest or narrower perspective, but that does align with the common purpose will be taken into account and there will be no need to act defensively as discussions align to the same purpose.

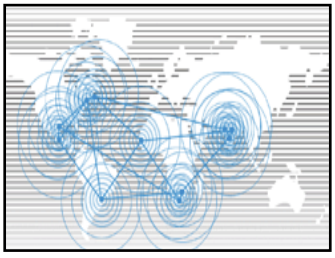
**Appendix VIII: Lifecycle of Emergence according to Wheatley and Frieze**

Wheatley & Frieze (2006) of Berkana Institute, writing on the lifecycle of social change movements, note that, when separate, local efforts connect with each other as networks and then strengthen as communities of practice, suddenly and surprisingly **a new system emerges at a greater level of scale**. This system of influence possesses qualities and capacities that were unknown in the individuals. These qualities and capacities don't exist until the system emerges, thereby **creating greater power and influence than might be possible through planned, incremental change**. Instead of developing at an individual level it is better to connect like-minded people and create the conditions for emergence. Bringing together participants from 20 countries and facilitating an emergence process was intended to develop a roadmap informed by the emergent wisdom of the system. The lifecycle of emergence as described by Wheatley and Frieze involves three stages. These stages can be seen as the lifecycle of a meshwork to achieve the goals of the 2020 Climate Leadership Campaign globally – from disparate people in a global network to a global system implementing coherently in many countries.



**Stage 1: Networks** are the first stage in the life-cycle of emergence and are essential so that people can find like-minded others. Networks are only the beginning and based on self-interest, people usually network for their own benefit to develop their own work. A network of climate leaders gathers.

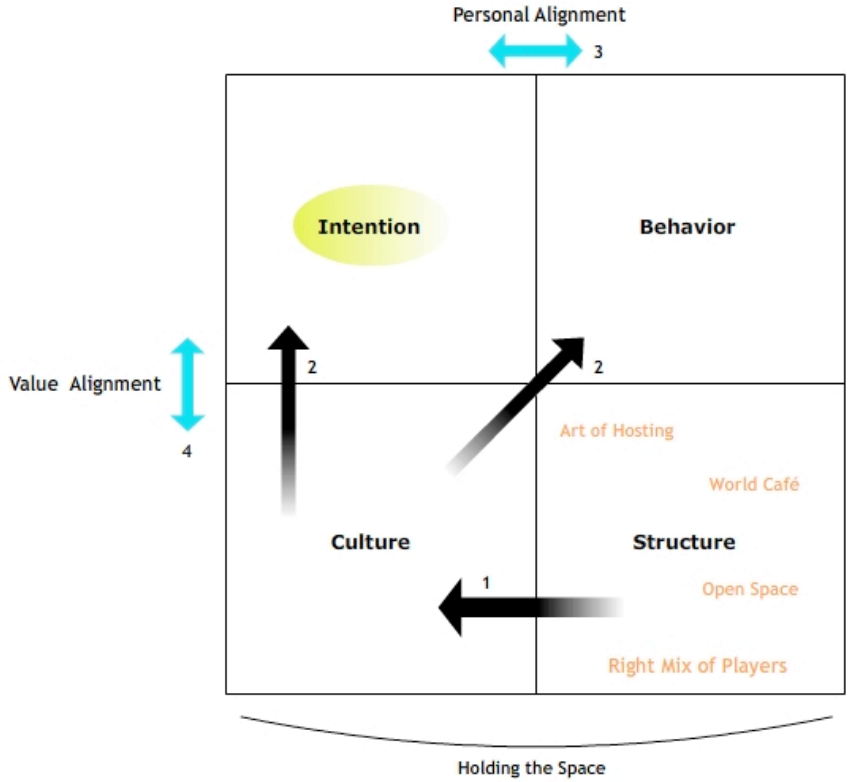
**Stage 2: Community of Practice** Networks make it possible to find others engaged in similar work. The second stage of emergence is the development of communities of practice (CoPs). CoPs are self-organized. People share a common purpose and realize there is great benefit to being in relationship. CoPs differ from networks, where people participate not only for their own needs, but also to serve the needs of others. The focus extends beyond the need of the group. Climate leaders align on a common purpose and develop a roadmap and template for implementation in their own context. The role of this 2020 Climate Leadership event is to begin this process, based on the wisdom of the people assembled.



**Stage 3: Systems of Influence** The third stage in the lifecycle of emergence can never be predicted. It is the sudden appearance of a system that has real power and influence. The practices developed by pioneering communities become the accepted standard. People, politics, business no longer hesitate about adopting these approaches and methods and they learn them easily.

**Appendix IX: Meshworking Process & Integral Model**

The underlying pattern of the meshwork process used for the conference can be explained looking at the four quadrants of Ken Wilber's Integral Model (2001).




Meshworking Process & Integral Model

Because meshworking involves cooperation based on partners' driving motivations and interest in the common purpose, explored through deep conversation, the conference was designed to allow the participants to experience for themselves the effects of sharing their ideas and questions with different players in the system. The process started, prior to the conference, by focusing on the intentions (upper left quadrant) of the organizing parties, bringing alignment and a common sense of the purpose of the conference: to build toward shared goals and outcomes.

With this common sense of the purpose, structures and systems (lower right quadrant) for the conference were designed, using participatory social technologies: World Café and Open Space Technology. The right mix of players was chosen for the system to work effectively as a meshwork. In this case this meant having a mix of people versed in different roles and skills in the room:

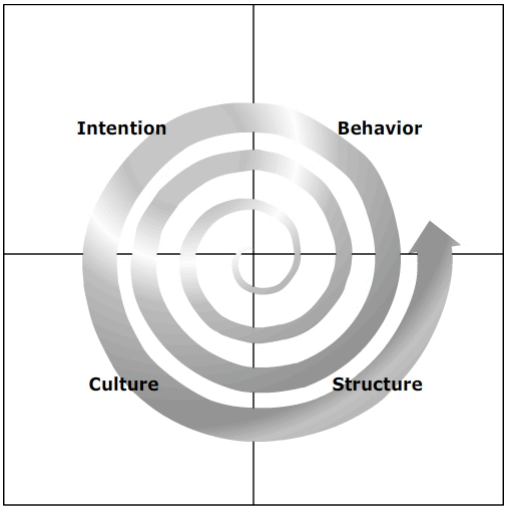
- Sustainability content experts on the issues (right quadrants)
- Integral sustainability experts who can help connect up the different content dots that need connecting (right quadrants)

- Experts hosts and facilitators who can support people to develop the skills they need to design and facilitate processes to help people and organizations collaborate (lower quadrants)
- Integral coaches to support individual leaders and initiative takers to hold their own inner space to be effective in what they're doing (upper left quadrant).
- A team of people who can support peer-to-peer mentoring (lower quadrants).
- Integral organizational consultants to help develop the local, regional and global governance required to steer a global complex process like climate change mitigation and adaptation (lower right quadrant).

Changing the structure (lower right quadrant) created a culture (lower left quadrant) that represented an environment for open discussion. The culture (lower left quadrant) of open discussion in turn enabled the participants to speak freely, addressing the matters that concerned them most (upper left quadrant) and to act (upper right quadrant) accordingly, thereby contributing to their personal alignment. In addition to personal alignment the conference design also sought to create conditions conducive to values alignment. In line with the principles of a meshwork, attention was given to aligning the participants' intentions (upper left quadrant) to the collective common purpose (lower left quadrant): to achieve the goals of the 2020 Climate Leadership Campaign, resulting in the roadmap with areas, conditions for success and action streams.

During the conference the first step towards an international meshwork for climate leadership were taken. The on-line virtual environment builds on the space that was created during the conference, in order for the meshwork to emerge and develop. Looking at the principle of the integral model that states that all four quadrants are interdependent aspects of the same phenomenon, the mission alignment (upper right quadrant – lower right quadrant) and structural alignment (lower left quadrant – lower right quadrant) will be strengthened over time.

Changes in behavior, driven by individual intention, will in turn affect and align the structure and systems. The structures and systems in time will align the new emerging culture. In other words all four quadrants, which are interdependent, change simultaneously realizing a spiral movement (see figure 2) towards a resilient meshwork in which each participant acts from his or her intentions and utilizes his or her uniqueness to contribute to the common purpose, for which each is supported by the existing structure.




Change

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[i] The word "meshwork" – as it relates to a social process is a trademark of CHE Netherlands on behalf of CHE Global and the word "meshwork" as it relates to a technology platform, is a trademark of Gaiasoft IP Ltd. CHE sees itself as a custodian of this term as describing a powerful social process with great value and relevance, rather than just another word for a network.
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