

‘Kodaikanal Won’t’ Video Gets 3.7 m Hits. Embarrasses Unilever

Sofia Ashraf’s ‘Kodaikanal Won’t’ - <https://www.youtube.com/watch?v=nSal-ms0vcl> - is perhaps the most viewed environment public interest video in India. In less than a month it’s close to reaching the 4 million viewer mark.

Sofia is dancing on a boat and sprawling on a train while demanding that Unilever clean up its “toxic shit”. Through this she is trying to force Unilever to clean up the mercury contamination in Kodaikanal, a popular hill station in Tamil Nadu. Hindustan Lever (subsidiary of Unilever) had closed its thermometer plant in 2001 after more than 1,000 former workers were alleged to have been affected by mercury poisoning.



<https://www.youtube.com/watch?v=nSal-ms0vcl>

Unilever is surprised at the new twist to the story because it paid undisclosed amount of compensation to 1000 odd workers and their families in a settlement in March 2016, after a 15 year Madras High Court monitored struggle.

However, the settlement did not include cleaning up the contaminated site, which the company had said; it doesn’t see any harm to either the people or the environment.

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Purpose: To excite Indian businesses, SMEs, executives and students about the immense business opportunity in not only adopting Sustainability as Strategy in their companies but also inspire them to the possibilities of a big market for innovative sustainability products and services.

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Information in this publication is drawn from a variety of sources, including published reports, interviews with practicing managers, academia and consultants. While doing so utmost importance is given to authenticity.

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In response to the video, Unilever CEO Paul Polman, tweeted he is “determined to solve” the environmental problems at Kodaikanal while speaking of the value of facts and not “false emotions”. To Paul Polman this incident can be an embarrassment because, after he took over in 2009, he has been one of the front runners advocating and practicing sustainability on the global forums.

Social Media To Fight Environment Issues

Responding to the popularity of the video Sofia has said: **“I’m not consciously trying to become a social activist rapper. But everyone has a conscience, and I knew I had to do something, especially after I met the people affected by the mercury poisoning in Kodaikanal. Unilever has a squeaky-clean image on social media. We decided to hit them where it hurts most.”**

Ashraf was working at the advertisers Ogilvy & Mather when she was approached to do the video by the environmental campaigner Nityanand Jayaraman. “After working in an ad agency, I developed a better understanding of how to use popular culture to reach a wider audience,” she told London’s Guardian newspaper.

Jayaraman is piqued at Unilever’s attitude to cleaning up the place. “Unilever is saying what any wrong doer would” he said, “The standard for mercury contamination they are using is for residential areas, whereas the plant was located near a watershed forest from which a river flows into a reservoir full of fish. Everyone knows that fish can easily become a source of deadly mercury poisoning.”

Sustainability Impact

World Will be Rebuilt in 15 Years

Yes. It's official. With sustainability becoming the defining factor, the world is likely to be rebuilt in about two decades. This is the biggest business opportunity ever. From 2016 to 2030, global demand for new infrastructure could amount to more than \$90 trillion. Grab it!

Mckinsey consultants Aaron Bielenberg, Mike Kerlin, Jeremy Oppenheim, and Melissa Roberts report that sustainable projects will add trillions to the world's infrastructure costs requiring both public and private investments big time in the next few years.

A new McKinsey report—*Financing change: How to mobilize private-sector financing for sustainable infrastructure*—examines a key element of progress: ensuring that the transport networks, energy networks, and waste and water facilities in demand across the globe, notably in middle-income countries, **will be climate resilient, be socially inclusive (by diminishing poverty or increasing employment), and reduce carbon emissions.**

While business groups, development banks, and governments have all pledged significant increases in funding and research for sustainable infrastructure, the scale of the challenge is enormous: from 2015 to 2030, global demand for new infrastructure could amount to more than \$90 trillion, almost double the estimated \$50 trillion value of the world's existing stock.

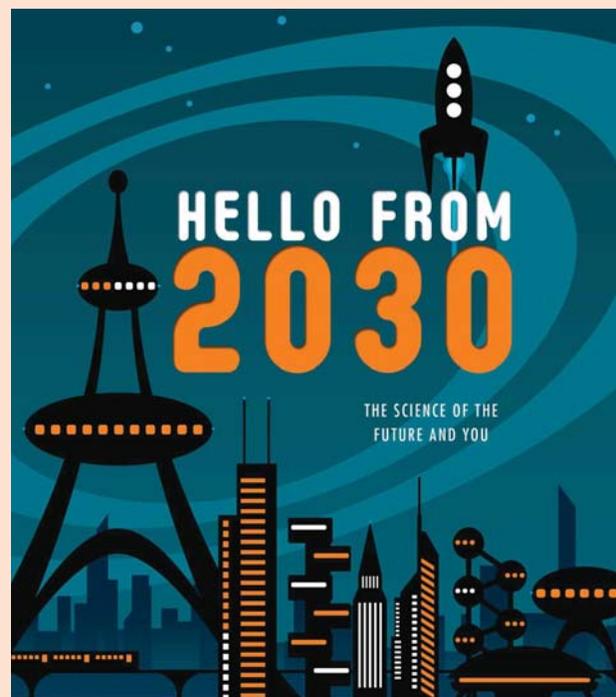
That means we will literally be rebuilding our world over the next 15 years. Moreover, while such investments promise to multiply economic and business opportunities, a number of barriers must fall to attract the necessary finance.

Making it happen

The world needs to find \$7.7 trillion annually over the next 15 years, up from \$3 trillion today, to pay not only for additional infrastructure but also for sustainable projects, which are typically more expensive than traditional ones. Projections show that this sustainability “premium” could add \$14 trillion to overall infrastructure costs between 2015 and 2030. Corresponding declines in investment for fossil-fuel projects and the lower cost of investing in densely configured urban areas will offset some of that.

The bottom line: we estimate that an additional 6 percent in up-front capital will be required to raise the level of the new infrastructure to the sustainability standards achieved, for example, in Colombia's recent Fourth Generation roadway expansion and Kenya's Lake Turkana wind-power network.

This demand differs by sector and country type. Our research showed that much of the sustainable-infrastructure funding gap is likely to occur in middle-income nations—those with annual per-capita incomes from \$1,045 to \$12,745—whose continued development and increasing prosperity are vital to global growth



prospects and business opportunities. We estimate that the energy sector, which will also be critical for higher living standards and levels of business expansion, accounts for more than 50 percent of the funding gap for sustainable projects in these middle-income economies.

The vast scale of what's needed, combined with fiscal constraints in the public sector, suggests that private-sector financing will be crucial. Corporate and institutional investors, we estimate, could provide \$1 trillion to \$1.5 trillion in additional private capital for sustainable projects—up to half of the annual investment gap. But that will happen only if several structural barriers and market inefficiencies currently adding costs and hampering returns are removed.

Bumps

- *Poor transparency.* Only half of the G-20 nations publish their infrastructure project pipelines, so it is difficult for investors to learn which projects are available and to assess whether they are “bankable.”
- *A lack of scale.* Often, economies of scale are not sufficient for larger investments. A third of the outlays in new clean-energy capacity, for example, go to small-scale projects, like rooftop solar.
- *Shaky operating models.* In sub-Saharan Africa, for instance, 70 percent of the water utilities provide is wasted by leakage, unmetered, or stolen.
- *Corruption.* Notwithstanding the attractions of infrastructure investments, corruption often makes adjusting their return-to-risk ratios particularly difficult.
- *Taxes and regulations.* Tighter global banking regulations, such as Basel III, have the unintended effect of reducing the interest of big global institutions in longer-term cross-border infrastructure investments. Uncertain local tax regimes often raise the bar for investments by increasing the risk that returns will take a hit.

The efforts of development banks and international aid organizations may be particularly important. Bodies such as the International Finance Corporation could provide technical assistance to nations by helping them to prioritize projects and demonstrating the feasibility of returns to investors. (For example, they could counsel government officials on the relative risks and returns of new roadways as opposed to rapid-transit systems.)

Global organizations can also help finance the investment premiums that some projects demand. The European Bank for Reconstruction and Development, for example, finances higher up-front costs for sustainable energy projects after it audits the long-term savings from new energy efficiencies. (The savings are applied to the amortization of the investment premium over the life of the project.) Development banks can also offer loan guarantees, particularly for the higher-risk projects that may have difficulty attracting private lenders.

Governments too can play an important role by requiring potential bidders (or would-be private partners) to meet sustainability criteria. Suppliers bidding on Australia's \$8.3 billion North West Rail Link project, for instance, had to meet sustainability requirements covering materials, transport, waste, energy, and water.

Structural improvements in financial markets could also encourage greater private participation. The wider syndication of infrastructure loans by development banks, for instance, would significantly broaden the capital base. Establishing a secondary market for sustainable infrastructure-related securities would provide for the greater recycling of development capital, and more innovative financial instruments could give investors greater flexibility.

World leaders have committed themselves to sustainable economic development and to the heightened demands of climate policies. Accelerating the flow of private capital into sustainable energy, water, and transport systems will be a fundamental element of any realistic effort to reach these ambitious new goals.

Authors of this report: Aaron Bielenberg is an associate principal in McKinsey's Washington, DC, office, where Melissa Roberts is a consultant. Mike Kerlin is a principal in the Philadelphia office, and Jeremy Oppenheim is a director in the London office.

<http://www.mckinsey.com/industries/infrastructure/our-insights/next-generation-of-infrastructure>

Big Businesses Launch Platform To Share Market Research

For the first time major corporate houses have come together to share their market research data, insights and forces to address key global development and sustainability challenges. They have created an open platform called Paragon which is ready for launch in May 2016.

The first lot includes Unilever, PepsiCo, Coca-Cola, Kantar, Nielsen, MetrixLab, GfK, Flamingo, Save The Children, The Market Research Society (MRS), Esomar and Sapient Nitro. Their purpose is start applying authentic data and insight to fight massive global problems such as poverty, climate change and inequality.

This is significant because all possible stakeholders – governments, NGOs, academia, industry, market research firms – are forming a close-knit partnership. The biggest impact of this initiative is enhanced effectiveness of programs of the governments, foundations and businesses. <http://www.paragonpartnerships.com/>

Typically, the partners, through the open-platform share ideas, will share data and insights to address key global challenges. This platform will be a boon to the recently agreed **United Nations Global Goals** for achieving its sustainability development goals.

The Paragon portal states: “With no one single body or organization able to find a solution to all of these challenges, Paragon has been created to be a single information source together with research bodies and industry.”

Stan Sthanunathan, Senior VP, consumer and market insights, Unilever said: “In a rapidly-changing world, we cannot operate in silos. The past year has set the precedent with highly ambitious goals and frameworks created to address the global sustainability and development challenges that we all face.”

Jane Frost, CEO of MRS said, “This year MRS, now in its 70th year, is celebrating a core value of the market research sector: helping people talk to power. Unilever’s Paragon partnership, which we are delighted to support, is an excellent practical example of the way that ethically-sourced research can be used for good, giving more people a voice and more organizations a chance to listen.”



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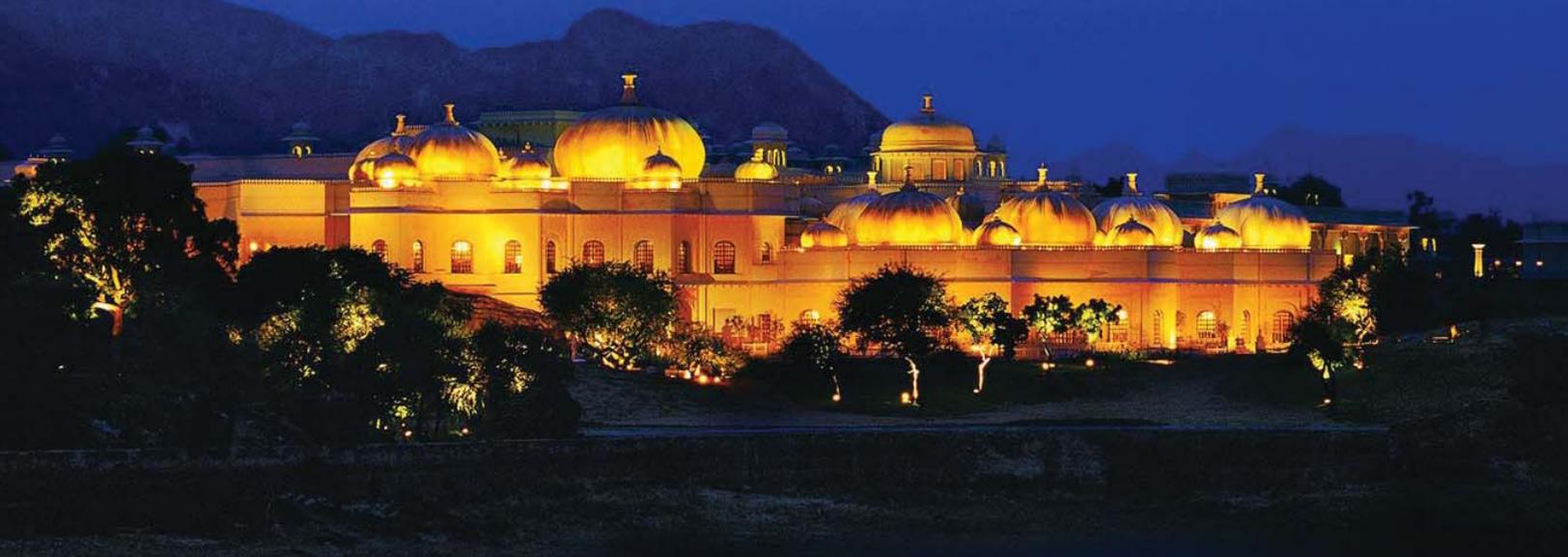
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The Oberoi Udaivilas - Abhikram's Premier Project

ASDEN Finalist 2016

Two Indian firms find their names in the prestigious Ashden Awards short-listed finalists this year. The awards will be given on June 9, 2016 in London.

Abhikram – Espousing Indian Architectural Ethos

Abhikram's purpose is to achieve a balance between continuity with the past, without fossilizing it, and a change for the future without making it incongruous with its contextual surroundings.

Meaning "initiation" in Sanskrit, Abhikram has managed to seamlessly blend sustainability and energy efficiency in buildings with beautiful design. Abhikram uses traditional materials and techniques like lime washing in new builds and has also retrofitted and preserved everything from palaces to hotels.

Established in 1979, Abhikram is architecture, interiors, conservation and planning consultancy founded by **Parul Zaveri** and **Nimish Patel**. Their observations on the state of architectural practice then, led them to initiate and explore, design directions and processes, that make the built environment functionally, psychologically, environmentally and spiritually, more contextual and more comfortable.

In 2001, after 23 years in initiating directions, approaches and processes Abhikram made room for Panika. Panika, meaning dissemination in Sanskrit, is also a consultancy firm that concentrates on the dissemination of Abhikram's experience and knowledge. **"Our 33 years of design practice is a pursuit for responsible architecture focusing on the conservation of resources and conservation of our built and cultural heritage,"** the firm's website states.

Parul has also pursued interests in Alternative Technologies and use of Solar Energies and Recycling at Arcosanti & at Cosanti Foundations, with architect-philosopher Paolo Soleri in Arizona, U.S.A. She is a visiting faculty at School of Interior Design, Centre for Environment Planning and Technology (CEPT) University, Ahmedabad and National Institute of Design, Ahmedabad. She is also exploring organic and bio-dynamic sustainable agricultural practices at her farm.

Nimish Patel is a core team member of the Whole School Development Plan carried out by Ministry of Human Resource Development and a Member of the Panel on Sustainability, Bureau of Indian Standards for the upcoming National Building Code. He is a Member of the INTBAU India Committee of Honour (IICoH) and also the IICoH Representative on Board of INTBAU India, on the Editorial Board of StonEdge.



Solar Sahelis

Frontier Markets' strong women network helps take solar lamps to villages

In India, villages are dispersed and the terrain is rugged with patchy roads. Despite these challenges, Frontier Markets focuses on reaching the poorest and most remote areas. The business offers a unique distribution model to provide high quality solar lamps and other solar systems to hard-to-reach villages, using a network of trained women called Solar Sahelis to be the face of their marketing and after-sales service.

To date, Frontier Markets has sold over 100,000 clean energy products in Rajasthan and Andhra Pradesh. Frontier Markets offers a unique distribution model as part of its inclusive business commitment, partnering with local entrepreneurs who sell clean-energy products under the brand name 'Saral Jeevan.' It has set up brick-and-mortar service facilities to fix any technical issues, as well as educate customers. It periodically meets consumers to better understand their product and design needs, so that by working with technical partners it is able to provide high-quality and relevant products.

Our 18+ years of experience in rural marketing and market-based solutions have given Frontier Markets a better understanding of how to reach the relevant customers, and provide applicable products to different segments of the market. Its three years of experience with product companies helps in negotiating price points which are affordable. High-touch approach and emphasis on quick and simple servicing, customers have begun to trust clean-energy solutions as a way to improve household health, wealth and productivity.

For shortlists from other countries log on to <https://www.ashden.org/awards/2016/international>

Yale Is First University to Join Global Carbon Pricing Leadership Coalition

Yale will become the first university member of the Carbon Pricing Leadership Coalition (CPLC), a private-public partnership among the World Bank, International Monetary Fund (IMF), governments, non-profits and private sector companies to strengthen carbon pricing policies through the development of a network for sharing best practices. World Bank president Jim Yong Kim and IMF managing director Christine Lagarde launched the CPLC at the recent COP-21 climate summit in Paris. The CPLC coalition includes over 90 business and strategic partners as well as more than 20 governments.

"Universities have a critical role to play in offering leadership, teaching, and research expertise to help develop effective climate change solutions," said President Peter Salovey. "I am pleased that our Carbon Charge Project has generated international interest. The CPLC's network gives Yale the opportunity to work with and learn from companies and governments engaged in similar carbon-pricing efforts. It will help our staff improve operations and inspire our students and faculty to conduct relevant research — and to engage in collaborative exchange. I also hope that Yale's CPLC membership will encourage our university peers to contribute to the global effort toward developing effective carbon pricing mechanisms."

"Carbon charges have emerged as a critical tool for promoting sustainability in the 21st century," said Daniel Esty, the Hillhouse Professor of Environmental Law and Policy. "Yale is at the forefront of what I believe will be an important policy dimension of the global response to climate change."

"By linking the teaching and research expertise of our faculty and students with Yale's sustainability and energy operations," said Bradford Gentry, co-chair of Yale's Sustainability Advisory Council, "we can use our campus as a living laboratory whereby carbon pricing becomes both an administrative function as well as an incredible educational opportunity."

Luminare Wins Vishwakarma Award

Mahindra Lifespace's Luminare project won the prestigious Vishwakarma Award at the 8th CIDC (Construction Industry Development Council) awards ceremony recently. The award is given for best practices in company's Environment, Health and Safety (EHS) performance and initiatives undertaken at the site of its project Luminare in Gurgaon.

The CIDC Vishwakarma Awards are organised by CIDC, a joint establishment of the Planning Commission, Government of India and the Indian construction industry. The awards aim to promote best practices in the Indian real estate and construction industry. Mahindra Lifespace claims to be a leader and a pioneer in sustainable urban development and residential and integrated large format developments across nine Indian cities - Mumbai, Pune, Nagpur, Gurgaon, Faridabad, Jaipur, Chennai, Hyderabad and Bengaluru.

The Company's residential & commercial development footprint includes over 0.95 million sq.m. (10.21 million sq. ft.) of completed projects and over 0.92 million sq. m. (9.93 million sq. ft.) of ongoing and forthcoming projects. Mahindra Lifespaces has pioneered the concept of an integrated business city through 'Mahindra World City' developments in Chennai and Jaipur; built on the philosophy of 'Livelihood-Living-Life'. In addition, Mahindra Lifespaces enables access to quality housing at affordable prices via its brand 'Happinest'.

A pioneer of the green homes movement in India, the company is the first Indian real estate company to have voluntarily released its triple bottom-line focused, externally assured Sustainability Report based on the GRI (Global Reporting Initiative) framework. In 2015, it has been recognized as Regional Sector Leader in Asia, in its category, by the Global Real Estate Sustainability Benchmark (GRESB) for the second year in a row.

In 2015, Mahindra & Mahindra was recognized as the Best Company for CSR in India in a study by *the Economic Times*. In 2014, Mahindra featured on the Forbes Global 2000, a comprehensive listing of the world's largest, most powerful public companies, as measured by revenue, profit, assets and market value. The Mahindra Group also received *the Financial Times* 'Boldness in Business' Award in the 'Emerging Markets' category in 2013.

37 Mango Varieties in One Orchard

Inami Bagh, a more than 100-year-old mango orchard in village Bassi Umar Khan of Hoshiarpur district, has 37 rare native varieties of the king of fruits, the mango. The orchard, with over 165 trees spread over a 10 acre plot of land, will be declared as a national biodiversity heritage site. It will be the first national biodiversity heritage site of **Punjab**.



The government will provide the **Punjab** Bio-diversity Board a grant of 2 crore for the acquisition of land for the heritage site and its preservation. The Board will conduct a physio-chemical study on the mango varieties. A biodiversity management committee, comprising local stakeholders, shall be constituted to preserve the Inami Bagh. The bio-diversity heritage site will not only help maintain the rich bio-diversity of the state but will also be a tourist attraction.

Global Platform for Sustainable Cities Launched in Singapore



BRT (Bus Rapid Transport) System in South Africa

City leaders from around the world met in Singapore on March 9, 2016 for the launch of the **'Global Platform for Sustainable Cities', or GPSC**, which is part of an initiative funded by the Global Environment Facility (GEF). The platform is expected to mobilize up to \$1.5 billion over the next five years for urban sustainability programs in 11 developing countries, including Brazil, Cote D'Ivoire, China, India, Malaysia, Mexico, Paraguay, Peru, Senegal, South Africa and Vietnam.

Coordinated by the World Bank and supported by multilateral development banks, UN organizations, think tanks and various city networks, the GPSC is a knowledge sharing program that will provide access to cutting-edge tools and promote an integrated approach to sustainable urban planning and financing. The GPSC will work with a core group of 23 cities, but will reach many more by sharing of data, experiences, ideas, and solutions to urban challenges, and by linking the knowledge to finance that will influence investment flows toward building cities' long-term urban sustainability.

The new Global Platform is designed to help mayors and other municipal leaders take more informed decisions in the day-to-day management of their cities, including improving access to clean water, energy, and transport, as well as efforts to mitigate climate change. It supports cities in pursuing evidence-based approaches to urban planning, including geospatial data, and establishing urban sustainability indicators.

In particular, the GPSC will provide cities with ways to help confront issues like climate change, to which cities are uniquely vulnerable, as almost half a billion urban residents live in coastal areas, increasing their exposure to storm surges and sea level rise. Cities also consume over two-thirds of global energy supply, and are responsible for 70% of greenhouse gas emissions.

The products and services provided by the GPSC will include studies, workshops, and online data that will leverage existing expertise in order to promote an integrated approach to tackling complex, multi-sector issues. With common metrics and guidelines in place, the lessons learned from the initial 23 cities can also be shared with hundreds of other cities via a wide range of city networks and other partners.

It will be implemented by the World Bank in partnership with the African Development Bank, the Asian Development Bank, the Development Bank of South Africa, the Inter-American Development Bank, the United Nations Environment Program, the United Nations Development Program, and the United Nations Industrial Development Organization.

National Platform on Private Sustainability Standards Launched

International trade flows are increasingly influenced by product standards that are set by private-sector producers and retailers to prove that given products have been sourced, produced or processed in a socially and/or environmentally sustainable manner. While *de jure* such standards are private and voluntary, many of these standards are commercially mandatory or even constitute a license to operate in a particular market. Most importantly, private sustainability standards play a pivotal role in global value chains, where market power and standardization matter as much, if not more than price.



Ms. Rita Teotia, India's Secretary of Commerce, Ministry of Commerce and Industry, launched the National Platform on Private Sustainability Standards (PSS) on 18 March 2016.

The objective of the National Platform is to facilitate dialogue between core public and private stakeholders on how to maximize the sustainable development benefits and market access opportunities of PSS, whilst addressing potential challenges and cost of PSS implementation, in particular for small-scale producers. The Platform is the result of collaboration between the Quality Council of India (QCI) and the United Nations Forum on Sustainability Standards (UNFSS), a joint initiative of UNCTAD and four other United Nations Agencies (FAO, ITC, UNEP and UNIDO).

The QCI is the national quality facilitation and accreditation body, set up by the Indian Ministry of Commerce and Industry in partnership with the country's leading industry bodies - Confederation of Indian Industries (CII), Federation of Indian Chambers of Commerce and Industry (FICCI) and Associated Chambers of Commerce and Industry (ASSOCHAM). The Secretariat of the Platform will be housed at the QCI. The Swiss State Secretariat for Economic Affairs SECO provided financial support to UNFSS' activities linked to the Indian national platform.

http://unctad.org/en/pages/newsdetails.aspx?OriginalVersionID=1225&Sitemap_x0020_Taxonomy=UNCTAD%20Home;

Abdulqadir Rashik Wins UN's Top Prize

Abdulqadir Rashik, entrepreneur and founder of India-based Miavy Systems, has won the first prize in a UN competition aimed at engaging the public in sharing ideas about how to visualise the interlinkages between the Sustainable Development Goals (SDGs). The prize is called the 'United Nations #LinksSDGs Data Visualisation Challenge'.

He won it for 'Links to Sustainable Cities', which is an interactive visualisation tool that identifies and maps the links between SDG 11, Sustainable Cities and Communities, and the other 16 Goals. By identifying the number, type and directionality of links, the tool identifies which goals would most likely create opportunities for, or barriers to, the development of cities and communities that are inclusive, safe, resilient and sustainable. The solutions submitted as part of the #LinksSDGs Challenge will be used to identify further research opportunities and guide policy decisions around the implementation of global sustainability initiatives, the UN said. Accepting his award, Rashik said, "If my solution results in uplifting the standard of living of even a single family, I would count it as one of my greatest achievements."

LinksSDGs is the third challenge issued by Unite Ideas, a big data crowdsourcing platform developed by the Office of Information and Communications Technology to facilitate collaboration among academia, civil society and UN offices, and to mobilise data scientists and software developers worldwide to help tackle the complex issues faced by the world body and its member states through the creation of open source solutions. Rashik founded Miavy Systems five years ago. He worked with Infosys before that.



J.R. DeShazo, left, director of the Luskin Center for Innovation and Asso. Prof. Gaurav Sant, in civil & environmental engineering, hold a sample of the new building materials they created replaces concrete

Image courtesy: Roberto Gudino/UCLA

ProductImpact

Carbon Dioxide into Sustainable Concrete

A team of interdisciplinary researchers at UCLA led by **Gaurav Sant** may have found a way to create a version of concrete that may eliminate greenhouse gases that are emitted from traditional cement. Sant, an Indian American associate professor and Henry Samueli Fellow in civil and environmental engineering at the university, have led the scientific contributions of the research, which focuses on capturing carbon from power plant smokestacks and using it to create a new building material called CO2NCRETE.

The new material would be fabricated using 3-D printers.

Concrete is made when mixing cement and water. Cement is one of the biggest contributors to greenhouse gas emissions. Additionally, a larger source of carbon dioxide emissions is flue gas emitted from smokestacks at power plants. The team of researchers, which includes Richard Kaner, Laurent Pilon and Matthieu Bauchy, are hoping the CO2NCRETE eliminates those environmental issues. “The approach we are trying to propose is you look at carbon dioxide as a resource — a resource you can reutilize,” says Sant. “While cement production results in carbon dioxide, just as the production of coal or the production of natural gas does, if we can reutilize CO₂ to make a building material which would be a new kind of cement, that’s an opportunity.”

“We hope to not only capture more gas, but we’re going to take that gas and, instead of storing it, which is the current approach, we’re going to try to use it to create a new kind of building material that will replace cement,” said J.R. DeShazo, Director of the UCLA Luskin Center for Innovation, to India West. Thus far, the materials have only been made in a lab setting using 3-D printers to shape it into tiny cones.

The next step is to increase the volume of material for eventual commercial use. “We can demonstrate a process where we take lime and combine it with carbon dioxide to produce a cement-like material,” Sant added. “The big challenge we foresee with this is we’re not just trying to develop a building material. We’re trying to develop a process solution, an integrated technology which goes right from CO₂ to a finished product.” The other challenge hovering over the project is sustainability, and proving to stakeholders that it is beneficial for all parties involved.

http://www.indiawest.com/news/global_indian/ucla-researchers-turn-carbon-dioxide-into-sustainable-concrete/article_79186388-f2c6-11e5-bdd7-d7f589cd30d0.html

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Course Highlights

- Global gas/LNG market and market structure
- Current gas/LNG trading activities in Europe, USA, Asia Pacific, Africa, Atlantic and Middle East region
- Principles and formulation of gas/LNG Sales and Purchase Agreement (GSPA/SPA) and Gas Transportation Agreement (GTA)
- Contract terminology and construction - operational, commercial and legal basis of gas, LNG and Gas Transportation Contracts
- Gas/LNG pricing strategy and price indexation in a competitive gas market
- Contract negotiation - best practice techniques

Key Learning Objectives

- Background knowledge to facilitate gas/LNG sourcing decisions
- Understanding current trends of the gas organisation structure
- Knowledge of the underlying reasons for gas contract terms and conditions
- Sufficient knowledge enabling construction of gas, LNG and gas transportation contracts
- Expertise for contract negotiation
- Techniques of gas/LNG pricing in a competitive market
- Understanding of operation of trading hubs, spot and arbitrage
- Knowledge of transportation tariff determination methodologies

Contact Person: Reanne Lee

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Course Highlights

- Global and local legal and commercial framework in Asia, Middle East, Africa, Europe and the CIS
- Contract negotiation best practices
- Tips on contractual risk mitigation
- Contract financing and project structuring
- Contractor relationship management
- Clause-by-clause discussion based on an actual contract precedent

Key Learning Objectives

- UNDERSTAND** the current finance market for EPC contracts
- MANAGE** legal risks and environment for EPC contracts in the region
- DISCOVER** alternative procurement options for projects and the risks and opportunities associated with these options
- DISTINGUISH** new and effective contract negotiation strategies
- ANALYSE** the types of claims that may be made under EPC contracts and develop strategies to manage these claims
- GAIN INSIGHTS** into the best current dispute resolution options and the risks and costs associated with each option

Contact Person: Reanne Lee
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25

Creative Ideas For Recycling Plastic Bags



Wonderful Ideas!

Photo architectureartdesigns.com

Rethink Plastics

A new report finds that applying circular-economy principles could dramatically reshape the economics of making of plastics and help the environment

Plastics are the workhorse material

of the modern economy. Their popularity has kept the industry growing for 50 years, with global production surging from 15 million metric tons in 1964 to 311 million metric tons in 2014. If business proceeds as usual, this number is projected to double to more than 600 million metric tons in the next 20 years.

Yet functional benefits come at a price.

Plastic packaging, especially, is the

quintessential single-use product: it represents a quarter of the total volume of plastics, and around 95 percent of the value of plastic-packaging material (worth some \$80 billion to \$210 billion annually) is lost to the economy. And while its intended useful life is typically less than a year, the material lives on for centuries.

A new report by McKinsey, the Ellen MacArthur Foundation, and the World Economic Forum, *The new plastics economy: Rethinking the future of plastics*, finds that applying circular-economy principles to global plastic-packaging flows could reshape the material's economy. In particular, it could drastically reduce negative externalities—valued conservatively by the United Nations Environment Programme at \$40 billion—such as “leakage” into oceans as plastics escape established waste-collection systems. Today, almost a third of all plastic packaging leaks, with about 8 million metric tons annually polluting oceans.

Action Time

The new report explains that improvement efforts to date are highly fragmented and subscale. Urgent action is needed to move the industry into a positive spiral of value capture, stronger economics, and better environmental outcomes. The report explains how stakeholders evolve toward a “New Plastics Economy” with three main ambitions:



Could 3D Printing Crush Plastic Waste?

1. Create an **effective after-use plastics economy** by improving the economics and uptake of recycling, reuse, and controlled biodegradation for targeted applications.
2. Drastically **reduce leakage of plastics into natural systems** (in particular, the ocean) and other negative externalities.
3. Decouple plastics from fossil feedstocks by—in addition to reducing cycle losses and dematerializing—exploring and adopting renewably sourced feedstocks.

One recent study found that 53% of plastic packaging in Europe could today be recycled “eco-efficiently”

The report notes that even with today’s designs, technologies, and systems, these ambitions can be at least partially realized. For example, one recent study found that 53% of plastic packaging in Europe could today be recycled “efficiently.” While the exact figure can be debated and depends on, among others, the oil

price, the message is clear: there are pockets of opportunities to be captured already—and even where not entirely feasible today, the New Plastics Economy offers an attractive target state for the global value chain and governments to collaboratively innovate toward.

Global Plastics Protocol

Redesigning materials, formats and systems; developing new technologies; and evolving global value chains require a new approach to achieve a systemic shift toward the New Plastics Economy. A coordinating vehicle is needed to drive this, with an initial focus on establishing a global plastics protocol and coordinating large-scale pilots and demonstration projects, mobilizing large-scale ‘moon shot’ innovations.

These innovations could be developing “bio-benign” materials and polymers with superior recyclability), developing insights and building an economic and scientific evidence base to better understand material flows and economics of various solutions, engaging policy makers and providing them with a tool kit to better assess policy options, and coordinating and driving communication across the various stakeholders acting along the global plastic-packaging value chain. We understand the work involved means this won’t happen overnight. But the time to start is now.

<http://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/rethinking-the-future-of-plastics>



Allen Holland, KEO

As per your interaction with construction industry, how has Revit Platform of Building Information Modeling solutions helped Project controls and estimations?

BIM allows and facilitates earlier, faster and more accurate Bills of Quantity and Construction Cost Estimates.

With a well-integrated 5D BIM solution, an engineer can look at a visual representation of his scope element, and extract a very accurate survey of the value of the work done. There is no more guessing percent complete of activities, which makes cost forecasts more reliable. Enables better cash flow, and provides complete as built records in the event of any dispute.

BIM integration has a list of benefits to itself. What are the challenges faced in a large scale construction projects integrating BAS with BIM?

BIM and BAS have traditionally been viewed in isolation and have not been thoroughly explored for use in an integrated fashion. Owners do not have a clear concept of the integration methods available. Many legacy FM/CMMS systems are not well-integrated with BIM data workflows.

How is project designing in traditional construction projects different from involving BIM methods to make the buildings more efficient and sustainable?

Designing with BIM can facilitate lean construction, support sustainability initiatives, and can lead to dramatic savings across the entire building lifecycle. The up-front investment required to realize comprehensive design with BIM results in a significant ROI.

How has BIM evolved in last three decades? What is in store for future of BIM especially keeping Middle East construction industry in focus?

In the past three decades BIM has completely transformed and disrupted the information delivery process for building design and construction the world over, and will continue to do so. Development in the Middle East has lagged behind other markets, and we are now beginning to experience the rapid acceleration of building technological development here. The (relatively) low cost of labor and consequent inhibition of construction innovation continues to dampen progress in the region.

What are your expectations from the summit and how do you rate the topics of the discussion at the summit?

I expect to learn from a broad spectrum AECO professionals. I hope that the well-crafted and diverse agenda for this conference will help stimulate peer-to-peer discussion and technological development across all sectors.

How to Communicate Sustainability Effectively

Effective sustainability communication can deliver business value. Get it wrong, however, and the reputational damage will be costly. Stakeholders, and the general public as well as activists, are unforgiving of companies whose products, services, business practices or culture fall short of their socially responsible rhetoric.

‘The New Brand Spirit: How Communicating Sustainability Builds Brands, Reputations and Profits’ by Christian Conrad, Marjorie Ellis Thompson, (Gower), helps all those involved in marketing and communicating in an organization with how to do it the best way they can. The book is based on close to one hundred in-depth interviews with leading experts.

It provides first-hand view of eight distinct and relevant stakeholder perspectives. Nineteen comprehensive and well-researched best practice cases from sustainability leaders like IBM, Unilever, Marks & Spencer and Puma will inspire all those tasked with communicating sustainability with practical and applicable tools and lessons learned.

The stream of global communications is ever flowing.

A current of social responsibility cuts through it,

while an undertow of misunderstanding preys on our perceptions. The authors help pilot professionals through with clear thinking and inspiring case histories of successful corporate responsibility, says Tim Love, Vice Chairman Omnicom Group and CEO Omnicom Asia Pacific India Middle East Africa.

Christian Conrad is Managing Partner of Sustainability Consultancy brands & values, which he co-founded in 2004 and supports clients in developing sustainability strategies, implementing them into the business and communicating them to stakeholders.

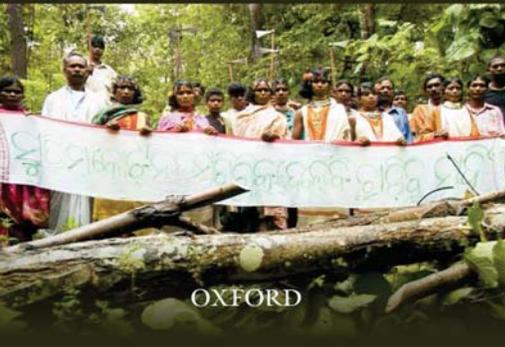
Marjorie E. Thompson is managing director of C-3i, a communications consultancy she founded in 2002. She has previously worked for some of Britain’s most famous brands including Saatchi and Saatchi, the Commission for Racial Equality, The Royal College of Nursing and The Campaign for Nuclear Disarmament. With Hamish Pringle she is the author of Brand Spirit, a bestselling Amazon Business Book of the Year.



GREEN SIGNALS

ECOLOGY, GROWTH, AND
DEMOCRACY IN INDIA

JAIRAM RAMESH



Nature Protects Those Who Protect Nature

High economic growth rates are essential because they generate huge revenues for the governments, which can then be utilized for social welfare and infrastructure expansion program. Of course, it goes without saying that rapid growth alone is not enough. It must be of a nature that creates increasing productive employment opportunities. It must be inclusive so that more and more sections of society benefit visibly and tangibly from high economic growth. There is a third dimension to economic growth, that in addition to being rapid and inclusive, it has to be ecologically sustainable as well.

That is the simple but powerful message of this book – that environment matters, and it matters here and now for us, that sustainable development is not a luxury but an overriding necessity for India and, indeed, that sustainable development is eminently feasible. India simply cannot afford to follow the conventional ‘grow now, pay later’ model of development that has been adopted by most other countries, including China.

This is so for at least four compelling reasons. First, because India will add an additional 400 million or so to its current population of about 1.2 billion by the middle of this century. India, more than any other country, has to worry deeply about its future generations. **Our impatience now cannot jeopardize growth prospects later – our greed cannot threaten future need.**

Second, because India faces unique vulnerabilities – both current and projected – to climate change. These arise from our continued dependence

on the monsoon, from the threat of an increase in mean sea levels to millions of families along the 7,000 km-long coastline, from the dangers posed by receding Himalayan glaciers to water flows in the north Indian rivers and from the fact that most of our vital natural resources such as coal and iron ore are located in forest-rich areas and their extraction will inevitably entail loss of a vital carbon sink.

Third, because the environment is increasingly becoming a public-health concern. From unprecedented industrial and vehicular pollution to the dumping of chemical waste and municipal sewage in rivers and water bodies, the build up to a public health catastrophe is already visible. People are already suffering in a variety of ways, and environmental deterioration has emerged as a major cause of illness. Poor health impacts productivity, pushes the poor into indebtedness and further poverty, and adversely affects growth.



Valley of Flowers, Himalayas

Fourth, because most of what is environmentalism in India is not middle-class ‘lifestyle environmentalism’, but actually ‘livelihood environmentalism’ linked to daily issues of land productivity, water availability, access to non-timber forest produce, protection of water-bodies, protection of grazing lands and pastures, prevention of scared places, etc.

Environmental concerns are, therefore, not part of some foreign plot or conspiracy by some non-governmental organizations to keep India in a state of perpetual poverty. These are concerns that are part of our daily lives. While it is important to integrate environmental concerns into the mainstream of the process of economic growth, we must also recognize that there will be trade-offs between growth and environment. **Occasions when tough choices will necessarily have to be made – choices that may well involve saying ‘no’**. It is when you work out the integration in practice that you confront contradictions, complexities, and conflicts that cannot be brushed aside. They have to be recognized and managed sensitively as part of the democratic process.

Adhering to Rules

The debate is really not one of environment versus development but really be one of adhering to rules, regulations and laws versus taking the rules, regulations, and laws for granted. When public hearings mean having hearings without the public and having the public without hearings, it is not an ‘environment versus development’ issue at all. When an industrial project begins construction to expand its capacity without bothering to seek any environmental clearance as mandated by law, it is not an ‘environment versus development’ question, but simply one of whether laws enacted by the Parliament will be respected or not. When closure notices are issued to distilleries or paper mills or sugar factories illegally discharging toxic

wastes into India's most holy Ganga river, it is not a question of 'environment versus development' but again one of whether standards mandated by law are to be enforced effectively or not.

By all means we must make laws pragmatic. By all means we must have market-friendly means of implementation regulations, and we must accelerate the rate of investment in labor-intense manufacturing. But none of it should become a mockery of regulations and laws. There is no denying that laws, regulations, and rules need to be reviewed from time to time, to ensure that new and emergent realities are addressed. But no review and no iterations should move away from the basic purpose and intent with which the legislations were created. In the case of environment related laws and regulations, the aim is to create a balance in which concerns of ecological security and other needs such as economic growth are met in a manner that neither is put at a great disadvantage. The work of achieving that balance, precarious as it is, is a continuous one.

Maintaining Balance

Maintaining the balance, carefully calibrating it to meet emergent needs requires constant vigilance. While we focus on the legal structures, we often forget the key lies in how the laws and regulations are implemented and observed. We need to be more watchful, in our approach to using our natural resources, be it forests, minerals, or water. This need to be vigilant should not be at the same time be stifling, and it is for this that **we need independent institutions that are transparent, accessible, and tasked with people with expertise, who are able to function without fear or favor. Compliance with laws and regulations should be the watchword at all times.**

Indian civilization has always shown the highest respect for biodiversity in all its myriad forms. Therefore, it should not be difficult for us to become world leaders in green growth. This is an area of strategic leadership where Indian can show the way. Both the champions of 'growth at all costs' and the crusaders for ecological causes must work together to enable India to attain this position. Reasoned and sober dialogue must give way to the present acrimony, must give way to simplistic solutions advocated by either side. There is an ancient Sanskrit saying, *prakruthi rakshati rakshita* – Nature protects us if we protect Nature. As the edifice of India's environmental laws and regulations comes under renewed assault because of corporate interests, we ignore that piece of wisdom at our own peril.

Connecting Good Corporates & Good NGOs for CSR

Problem of plenty is as difficult to handle as problem of scarcity. The Indian government's mandatory two percent spend on CSR projects has thrown up the problem of good companies chasing right projects to fund and the right NGO which can implement them.

The NGO community is eager but is not able to market itself too well.

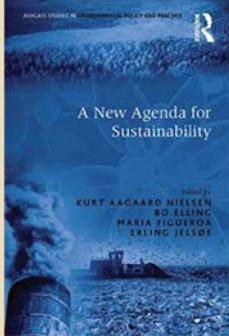
SustainabilityNext is one of India's better platforms that can connect the two effectively so that precious time and resources can be used optimally.

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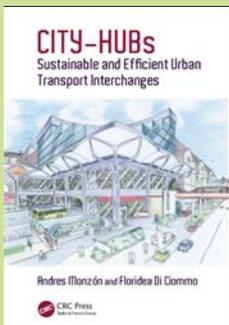
BOOKSHELF



A New Agenda for Sustainability (Ashgate Studies in Environmental Policy and Practice)

by Bo Elling, Erling Jelsøe, Kurt Aagaard Nielsen, Routledge, March 2016

Two decades after the Brundtland Commission's Report "Our Common Future" adopted the concept of 'sustainable development', this book provides a renewal of the concept exploring the potential for new practices and fields for those involved in sustainability activity. The book addresses a number of themes concerning firstly, the provision of a "next generation perspective", which was a central, and still unresolved, notion of the original Brundtland definition and, secondly the provision of new milestones for policy and research that can expand the discussion on this second generation concept on sustainability. The material dealt with in the book offers a wide variety of perspectives on sustainability and reflects the importance of interdisciplinary and transdisciplinary work in the field. Suggesting targets for future analytical and political efforts in achieving global sustainability, this book offers new analytical opportunities for holistic politics and research at a general and sector level.



CITY-HUBs: Sustainable and Efficient Urban Transport Interchanges

by Andres Monzon-de-Caceres, Floridea Di Ciommo, CRC Press, March 2016

CITY-HUBs: Sustainable and Efficient Urban Transport Interchanges focuses on urban transport interchanges from more than 20 European researchers demonstrates why transport interchanges are crucial for a seamless public transport system. It is based on a broad consultation process to stakeholders of 26 interchanges in 10 different countries, and on tailored surveys to travelers in five of them. It shows travelers how to reduce the negative aspects of transfer by improving information provision and by delivering convenient services and facilities.

The book outlines the required steps from interchange planning to operation, and defines the functions, the design of the space for transfer, stay and services, and assesses the needs for different types of interchange. It introduces the evaluation of urban and economic impacts and the identification of users' perceptions to improve interchange efficiency. The most important factors from the user point of view are safety and security, transfer conditions, information, design, services and facilities, environmental quality and comfort. These define the efficiency of the interchange from two different perspectives: as a transport node and as a place.

Packed with relevant data and offering step-by-step instruction, this book:

- Proposes innovative operating strategies for an intermodal services organization (i.e. innovative business model)
- Explores pilot and test case studies for defining interchanges good practice, and tests them in validation case studies
- Sets out urban planning guidelines for urban integration of a transport interchange

As an advanced guide **CITY-HUBs: Sustainable and Efficient Urban Transport Interchanges** caters to transport operators, authorities, end-users' organizations and policy makers who are challenged to implement new urban interchanges or to upgrade them.

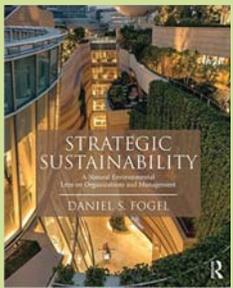


Global Green Infrastructure: Lessons for successful policy-making, investment and management

by Ian Mell, Routledge, March 2016

Over the last decade research exploring green infrastructure planning has burgeoned. Transferable green infrastructure messages between locations though are less well established and there remains a visible gap between the conceptual understanding of green infrastructure and its application in practice. Drawing together evaluations of green infrastructure policy-making and practice from across the world Global Green Infrastructure illustrates where successful practices can be identified. Examples from major green infrastructure development areas in the UK, Europe and the USA highlight the variety of investment options that can deliver socio-economic benefits. There is also a growing awareness of the added value of landscape planning in the rapidly developing cities of India and China.

Reflecting on ten international case studies Global Green Infrastructure highlights the ways that ecology and engineered solutions can deliver successful urban development. Based on in situ research with the growing community of green infrastructure researchers and practitioners Global Green Infrastructure looks at the contradictions, consensus, and expanding evidence base of successful investments. This book also presents an in-depth commentary on the contemporary approaches to investment in urban greening and green infrastructure, and draws on the lessons we have learnt from a decade of experimentation, delivery and reflection.



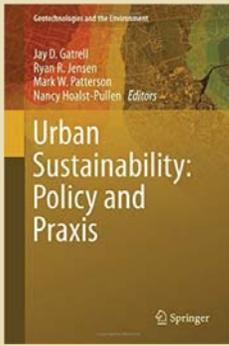
Strategic Sustainability: A Natural Environmental Lens on Organizations and Management

by Daniel S. Fogel, Routledge, March 2016

Strategic Sustainability examines how organizations can implement environmental sustainability science, theories, and ways of thinking to become more competitive. Including examples and ideas implemented in various countries, it is based on known scientific principles about the natural world and organizational principles focusing on the work domain. The intersection of these two realms of research creates a powerful and new approach to comprehensive, seemingly contradictory issues.

Daniel S. Fogel draws from disparate fields and creates a story about organizations, their future and how people are part of the problem and, more importantly, part of the solution. Readers will find ways to take action to improve organizations and avoid denigrating our natural environment, learning to be mindful of the urgency we should feel to improve our impact on the world. The focus on the natural environment provides a powerful focus for creating value in organizations and addressing the major challenges we all face.

Advanced sustainability students, working professionals and board members, managers and legislators responsible for governing organizations or implementing public policy will find this book useful. A companion website features an instructor's manual with test questions, as well as 38, 10-minute videos for classroom use.

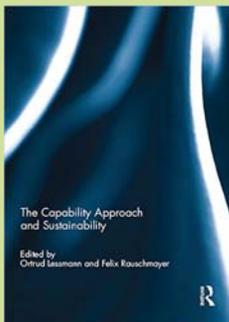


Urban Sustainability: Policy and Praxis (Geotechnologies and the Environment)

by Jay D. Gattrell, Ryan R. Jensen, Mark W. Patterson, Nancy Hoalst-Pullen, Springer, March 2016

This book explores the environmental, economic, and socio-political dynamics of sustainability from a geographic perspective. The chapters unite the often disparate worlds of environment, economics, and politics by seeking to understand and visualize a range of sustainability practices on the ground and in place. In concert, the book provides an overview of a range of geotechnical applications associated with environmental change (water resources, land use & land cover change); as well as investigates more nuanced and novel examples of local economic development in cities.

The diverse collection maps local practices from urban farming to evolving and thriving industries such as metal scrapping and craft beer. Additionally, the book provides an integrated geo-technical framework for understanding and assessing ecosystem services, explores the deployment of unmanned systems to understand urban environmental change, interrogates the spatial politics of urban green movements, examines the implications of revised planning practices, and investigates environmental justice. The book will be of interest to researchers, students, and anyone seeking to better understand sustainability at multiple scales in urban environments.

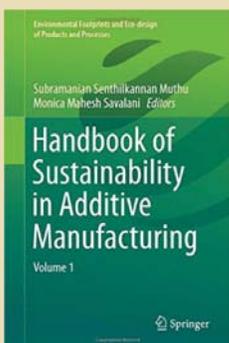


The Capability Approach and Sustainability

by Ortrud Lessmann, Felix Rauschmayer, Routledge, March 2016

This is the first book dedicated exclusively to the question of the relationships between sustainability and the capability approach. It is rather astonishing that the issue of sustainability first posed by the Brundtland commission in 1987 has gained so little attention from capability scholars despite the approach's focus on human well-being. This book starts with a seminal contribution by Sen on the "Ends and Means of Sustainability" delivered as a keynote in 2000.

All contributions to the book focus on the difficulties that arise from a freedom-oriented view of sustainability: they argue for taking note of the impact of human life on nature, they question the meaning of intergenerational justice when measured in the currency of "substantive freedoms" (capabilities), they raise the issue of collective responsibility and suggest ways to model and operationalize the capability approach to sustainable development. The book presents the state of the art concerning "The capability approach and sustainability" while admitting that it is only a first contribution to a growing field that deserves our attention: Defining what is to be sustained and asking how it can be sustained.



Handbook of Sustainability in Additive Manufacturing: Environmental Footprints and Eco-design of Products and Processes (Volume 1)

by Subramanian Senthilkannan Muthu, Monica Mahesh Savalani, Springer, March 2016

This book highlights the sustainability aspects of additive manufacturing (AM) in two separate volumes. It describes the details of this technology and its implications on the entire product life cycle sustainability, as well as embedded carbon and the further research needed to move this technology towards sustainable, mainstream production. Sustainability is not new for any area of industry, including additive manufacturing, and there are currently a number of ongoing research projects, both in industry and in academic institutions, that are investigating sustainability, embedded carbon and research activities which would need to be done in the future to move this technology towards sustainable mainstream production. Can regular people with regular lives, rise against all odds and stand up for their ideals?

Courses - Degree/Diploma

M.A. in Ecology, Environment & Sustainable Development

Tata Institute of Social Sciences

<http://campus.tiss.edu/guwahati/programs/master-degree-programmes/ma-ecology-environment-and-sustainable-development>

Master of Business Administration in Natural Resource Management & Sustainable Development

Amity School of Natural Resources & Sustainable Development
www.amity.edu/asnrds

Science and Management for Sustainable Living

www.bhoomicollege.org

Post Graduate Diploma Course in Sustainable Development (PGDM-SD)

<http://bimtech.ac.in/>

M.Sc. in Sustainable Development - Distance learning Course + information

The Global Open University

<http://nagaland.net.in/>

Post-Graduate Certificate in Sustainable Enterprise

Indian Institute for Sustainable Enterprise

<http://theiise.net/pgcertinse.html>

Postgraduate in Sustainability Management

Silver Bright Institute of Management

<http://www.htcampus.com/college/silver-bright-institute-management-sbim>

Post Graduate Diploma in Sustainability (Distance learning)

Chhattisgarh University

<http://www.cguniversity.com/>

Post Graduate Diploma

IGNOU- Indira Gandhi National Open University

<http://www.ignou.ac.in/>

MBA in Environmental Science

School of Management & Infrastructure and Development Studies

<http://www.minds-india.org/>

Master of Architecture (Sustainable Architecture)

Bharati Vidyapeeth Deemed University

<http://www.bharativedyapeeth.edu/Campuses/Pune/default.aspx>

MBA and MA in Sustainability Management

TERI University

<http://www.teriuniversity.ac.in/>

M Tech, MSc Environmental Science

Thapar University

<http://www.thapar.edu/>

PG Diploma

Entrepreneurship Development Institute of India

<http://www.ediindia.org/>

M Tech in Environmental Engineering

The National Institute Of Technology, Tiruchirappalli

<http://www.nitt.edu/home/>

Advanced Diploma in Bio Degradable & Solid Waste

Vellalar College for Women

<http://www.vellalar.com/Arts/carrer-oriented-programmes.php>

PhD in Environmental Science

Gauhati University

<http://www.gauhati.ac.in/>

MSc in Environmental Science

Dr Babasaheb Ambedkar Marathawada University

<http://www.bamu.net/dept/environment/>

Advanced Diploma in Energy

Vidya Prasarak Mandals Polytechnic

<http://www.vpmthane.org/polywebnew/courses.html>

BSc in Environmental Science

University of Calicut

<http://www.universityofcalicut.info/>

PhD in Environmental Science

Punjab University

<http://puchd.ac.in/>

MSc in Environmental Science

Bharathiar University

<http://www.b-u.ac.in/>

MA in Environmental Economics (Distance Learning Course)

Annamalai University

<http://www.annamalaiuniversity.ac.in/>

PhD in Environmental Bio-Technology & Solid Waste Management School of Environmental Sciences

Jawaharlal Nehru University

<http://www.jnu.ac.in/main.asp?sendval=SchoolOfEnvironmentalSciences>

MBA in Energy & Environmental Science

Symbiosis Institute of International Business

<http://www.siib.ac.in/programmes.aspx>

**Send Names & Details About Courses Related With Sustainability To
uma@managementnext.com**

Events

Two Day Training Programme on Procurement and Managing Suppliers

12-13 April 2016, Pune

25-26 April 2016, Gurgaon

Contact : Pramila T [t.pramila@cii.in]

Online Interactive Learning Series in “FLEET OPERATIONS (ROAD TRANSPORT)” for working professionals.

31 March, 1, 6, 7 & 13 April 2016

Contact: cii.ice@cii.in

The Great Indian Travel Bazaar (3 Day Event)

April 17, 2016, Jaipur

Contact: Samantha S. Syiem, samanda.syiem@ficci.com

International Seminar on ‘Make in India’ Paradigm - Roadmap for a Future Ready Naval Force

Monday, April 18, 2016, FICCI, New Delhi

Contact: Mr Bhaskar Kanungo, bhaskar.kanungo@ficci.com

MAKE IN INDIA FOR INDIAN AIR FORCE THROUGH INNOVATIONS / INDIGENISATION

19 April 2016, Air Force Auditorium, Subroto Park, New Delhi - 110 010

TECHNOTEX-2016 (3 Day Event)

Thursday, April 21, 2016

Mumbai

International Corrosion Awareness Day

Monday, April 25, 2016, FICCI, New Delhi

Contact: P S Singh, prabhsharan.singh@ficci.com

India Pavilion in INTERPHEX (3 Day Event)

Tuesday, April 26, 2016, New York City, USA

Contact: Malvika Kareer, malvika.kareer@ficci.com

2nd Smart Transportation Infra Expo cum Summit

29 - 30th April 2016, PHD House, New Delhi

Contact: sooraj.aurora@phdcci.in

3rd Asia Power Utility

April 11-13, 2016, Kuala Lumpur, Malaysia

Smart Building Automation Summit 2016

26- 27 April, 2016 | Dubai, UAE

<http://www.infoxg.com/events/buildingautomation2016>

Contact: shveta@infoxg.com

Human Capital & Talent Management for Public Sectors

10 - 13 May 2016, Cape Town

Contact: <http://infocusinternational.com/talent/>

The Responsible Business Summit Asia 2016 - Empowering Suppliers & Engaging Customers

17-18 May 2016, Novotel Clark Quay, Singapore

Contact: <http://events.ethicalcorp.com/rbs-asia2016/>

2nd Annual Responsible Business Summit Asia

17-18 May 2016, Singapore

Contact: elina.yumasheva@ethicalcorp.com

1st Smart Transport India 2016 expo

11-13 May 2016, Pragati Maidan, New Delhi

Contact: www.smarttransportindia.com

Conference on Defence Manufacturing Technologies Defence Indigenization - Window of Opportunities

3rd June 2016: 0930 Hrs - Hotel Crowne Plaza, Chennai

Contact: k.s.johnson@cii.in

International Conference on Water Management

17th June 2016

Hotel Hilton: Chennai, INDIA

FICCI Start-ups/ Innovators Delegation to the United States (7 Day Event)

Sunday, May 01, 2016, New York, Silicon Valley

Contact: Mr. Samrat Soo, samrat.soo@ficci.com

India Pavilion at the EXPOPLAST (4 Day Event)

Tuesday, May 03, 2016, Lima, Peru

Contact: Partha Ghosh, partha.ghosh@ficci.com

Strategic Workforce Planning

15 - 18 August 2016, Johannesburg

Contact: <http://www.infocusinternational.com/workforce>

Succession Planning, Performance Management, and ROI on Training & Development

10 - 13 October 2016, Johannesburg

Contact: <http://www.infocusinternational.com/successionplan/>

Send Your Events Plan To - uma@managementnext.com