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Module 4

Environment and Social Governance (ESG) and Sustainability Practices	
Duration:	7 hours
Learning objectives:	1. Understand ESG principles and standards and their role in shaping sustainable strategies, guiding corporate decisions, and managing stakeholder relations. 2. Develop research and critical analysis skills to assess ESG policies, sustainability practices, and their impact across industries and communities. 3. Integrate Indigenous and Local Knowledge Systems into Education for Sustainable Development, promoting holistic and culturally relevant approaches. 4. Design and implement practical environmental programs, addressing ethical dilemmas and trade-offs in waste management, energy efficiency, and sustainability performance.
Sub-Modules:	- Understanding ESG Standards: Latest trends and standards in ESG. - ESG Research: Conducting effective ESG research - ESD + IKS: Integrating local knowledge systems with Education for sustainable development - Environmental Programs: Implementing programs for waste reduction, energy conservation, and hazardous substance management

Resources and devices:	**Resources** ● Role Cards: Stakeholder role descriptions (e.g., Environmental NGO, Government, Workers' Union, Company) ● Scenario Briefs: Case examples for discussion (e.g., "New Manufacturing Plant in Rural Area") ● Case Study Handouts: Real-life examples of Indigenous Knowledge-based sustainability practices ● Challenge & Solution Cards: Used for applied environmental strategy tasks (e.g., Small Business Challenge Cards) ● UNESCO Materials: Excerpts from ESD Sourcebook (2012) and Expert Review of ESD (2011) ● Worksheets & Brainstorming Templates: Printed materials for group activities ● Slides or Flipcharts: Key points on concepts such as ESD competencies and ESG data analysis ● Group Research Tasks: Instructions for real-company investigations and analysis activities Devices ● Projector or Large Screen: For presenting slides or mapping stakeholder perspectives ● Whiteboard or Flipchart: For group discussions, brainstorming, and visual mapping ● Markers and Sticky Notes: For interactive group work and ideation sessions

Assessment approach:	Participation and engagement checks: Continuous observation of learners' involvement, teamwork, and creativity during group tasks, discussions, and role-play activities. Reflective statements: Individual written reflections used to assess personal insights, challenges perceived in applying ESG principles, and shifts in understanding. Peer evaluation: Group-to-group assessment of research quality, data analysis, and critical evaluation skills during presentations and discussions. Formative assessment: Real-time feedback from trainers during activities to guide learning and track progress on identifying knowledge sources, making ethical decisions, and applying sustainability concepts. Debriefing & Key Takeaways: Final discussion moments or written inputs where participants articulate what they've learned and how they plan to apply it. Optional Follow-up Projects: In contexts where time and resources allow, mini-project implementation and feedback loops are used to assess real-world application and impact
Skills/abilities developed:	1. Understanding and Applying ESG Principles: Ability to interpret ESG frameworks and use them to guide sustainable strategies and stakeholder engagement. 2. Research and Critical Thinking: Skills in collecting, analyzing, and evaluating ESG data and sustainability practices across sectors. 3. Cultural and Holistic Thinking: Capacity to recognize and incorporate Indigenous and Local

	Knowledge into sustainable education and decision-making. 4. Sustainability Program Design: Competence in developing and implementing environmental initiatives, addressing ethical challenges and real-world trade-offs

Submodule 4.1

Understanding ESG Standards: Latest trends and standards in ESG

→ **Skills:**

1. ESG knowledge
2. Compliance

Understanding ESG Standards: Latest trends and standards in ESG
Activity 1: "Be In Someone Else's Shoes"
Duration: 1,5 hours
Specific Learning Objectives ● Understand the role of ESG (Environmental, Social, and Governance) in shaping sustainable business strategies. ● Recognize how stakeholder consensus is essential to avoid public outcry and reputational damage. ● Identify and explore real-world ESG dilemmas across sectors. ● Practice negotiation and ethical decision-making within conflicting priorities.
Methodology, Resources and Devices **Methodology**: ● Scenario-based ethical exploration ● Role-based stakeholder simulation ● Small group collaboration and large-group negotiation ● Reflective discussion and critical thinking **Resources**: ● Stakeholder Role Cards (Environmental NGO, Workers' Union, Government, Company) ● ESG Scenario Brief: for example, "New Manufacturing Plant in Rural Area" ● Whiteboards or Projector for mapping stakeholder positions and agendas **Devices**:

- Projector

Description of the activity and Key Concepts

Introductory Discussion:

"What aspects should be considered when a company wants to act sustainably?"

The facilitator gathers responses and then introduces ESG as a practical framework that businesses use to embed sustainability, ethics, and social responsibility into operations, also introducing the agendas of possible entities that might have demands

Scenario Exploration: A private manufacturing company plans to build a new plant in a semi-rural region. The project promises jobs and growth but raises environmental, social, and governance concerns.

Divide the group into up to 7 groups. Each group (they can be up to 7 depending on the facilitator's will) is assigned a stakeholder role with a specific agenda. Hand each stakeholder its one-page agenda with these eight points. They should discuss and rank their top priorities (at least their top three) internally.

1) Local Government & Regulatory Authorities

Agenda Summary
You want a thriving local economy with clear, enforceable rules that protect communities and the environment, while also generating tax revenue and spurring local job creation. Balancing business needs, labor demands, and community well-being is your central challenge.

1. Strict Environmental & Social Standards
    - Action: Impose regulations (e.g. waste disposal rules, emission caps), conduct factory inspections, and penalize violators.
    - Example: Levy fines on industries exceeding pollution limits; require worker-safety audits.
    - Potential Conflict: SMEs may complain about compliance costs, investors fear unplanned expenses.
2. Public Health & Safety
    - Action: Prioritize air and water quality, disease prevention, and safe communal spaces.
    - Example: Install real-time pollution monitoring near industrial areas and publish results online.
    - Potential Conflict: Businesses may label some health mandates as too strict, raising overheads.
3. Taxation & Revenue Generation
    - Action: Expand the tax base, ensure stable funding for public services, and possibly offer targeted tax incentives.

    - Example: Provide moderate tax breaks for SMEs that adopt renewable energy, but also expect increased local tax from profitable firms.
    - Potential Conflict: Companies argue that high taxes stifle growth; civil society might demand more progressive taxation.
4. Job Creation & Local Hiring
    - Action: Expect businesses to hire from the local workforce and contribute to lowering unemployment.
    - Example: Create hiring quotas or “local first” guidelines for large development projects.
    - Potential Conflict: Labor unions want fair wages and strict job security; SMEs may complain that mandated wages increase costs.
5. Infrastructure Development
    - Action: Build or upgrade roads, waste management facilities, and energy networks to support both conventional and green enterprises.
    - Example: Invest in electric bus routes to reduce congestion and pollution in city centers.
    - Potential Conflict: Infrastructure projects can be expensive; the government may face public pushback if budgets are tight.
6. Streamlined Bureaucracy & Fast-Track ‘Green’ Permits
    - Action: Simplify paperwork and expedite licenses for businesses that meet sustainability standards.
    - Example: Create a “one-stop shop” for ESG-compliant projects, cutting permit waiting times in half.
    - Potential Conflict: Civil society might worry about “greenwashing” if oversight is too lenient.
7. Stakeholder Engagement & Transparency
    - Action: Demand robust disclosures (e.g., CSR reports) and hold regular public hearings.
    - Example: Monthly town-hall sessions for residents to voice concerns about new developments.
    - Potential Conflict: Companies may view compliance reporting as burdensome; federal/supranational bodies might push for even higher standards.
8. Capacity Building & Local Content Policies
    - Action: Offer training grants to SMEs or VET institutions to meet ESG rules; favor local suppliers and labor.
    - Example: Subsidize local business owners who enroll in government-led energy-efficiency workshops; require major investors to source from local small farms.
    - Potential Conflict: Foreign or larger investors might push back if required to buy locally at higher costs.

2) Entrepreneurs & SME Owners

Agenda Summary
You want **profitable, agile businesses** while meeting ESG and labor standards in a way that doesn't overly constrain operations. You focus on cost control, market competitiveness, and steady growth, provided compliance rules are not too complex or expensive.

1. **Profit Maximization & Cost Control**
    - **Action**: Maintain lean operations, adopt ESG only if it clearly boosts efficiency or avoids future risks.
    - **Example**: Install solar panels if payback is under five years.
    - **Potential Conflict**: **Labor unions** push for higher wages; **government** enforces stricter regulations.
2. **Ease of Doing Business**
    - **Action**: Advocate for minimal red tape (speedy permits, straightforward taxes), so you can quickly pivot to new opportunities.
    - **Example**: Request same-week licensing for expansions or new product lines.
    - **Potential Conflict**: **Local government** sees regulation as vital to accountability.
3. **Competitive Advantages & Market Growth**
    - **Action**: Seek tax breaks, grants, or R&D support for green-tech or fair labor.
    - **Example**: Purchase eco-friendly packaging machinery to attract eco-conscious consumers.
    - **Potential Conflict**: **Civil society** demands deeper transparency around actual environmental impact.
4. **Access to Finance & Partnerships**
    - **Action**: Look for affordable loans, subsidies, or crowd-funding, especially for technology upgrades.
    - **Example**: Negotiate a reduced-interest green loan for installing energy-efficient equipment.
    - **Potential Conflict**: **Investors** may impose strict ESG conditions; **local governments** may require proof of compliance.
5. **Skilled Workforce**
    - **Action**: Expect VET institutions to produce job-ready graduates with relevant technical and soft skills.
    - **Example**: Partner with local VET colleges for on-site apprenticeships or externships.
    - **Potential Conflict**: **VET educators** want up-to-date, possibly more theoretical curricula, which you fear slows immediate productivity.
6. **Flexible Workforce & Supply Chain Autonomy**
    - **Action**: Prefer short-term contracts or flexible scheduling to scale up or down quickly; source materials from the cheapest global suppliers.

- **Example**: Bring on extra staff during peak seasons only, buy raw materials online from abroad.
- **Potential Conflict**: **Labor unions** want stable contracts; **civil society** demands ethically sourced local goods.

7. **Brand & Reputation Management**
   - **Action**: Use green or socially responsible labels to market yourself, but watch out for accusations of "greenwashing."
   - **Example**: Publicly highlight recycling programs and community donations on social media.
   - **Potential Conflict**: **Civil society** could call out half-hearted efforts if data isn't transparent.
8. **Risk Management (ESG as Safeguard)**
   - **Action**: Mitigate climate, social, or legal risks by adopting moderate ESG measures.
   - **Example**: Build a small contingency fund to handle floods, lawsuits, or strikes.
   - **Potential Conflict**: **Investors** may demand deeper reforms; you might worry about near-term costs vs. long-term benefits.

3) Civil Society & Community Advocates

Agenda Summary
You represent **public interest**, championing environmental protection, social equity, and honest accountability. You monitor both government and businesses, ensuring local voices—especially marginalized groups—are not ignored.

1. **Community Well-Being & Equity**
   - **Action**: Advocate for healthy environments, living wages, and inclusive hiring.
   - **Example**: Pressure factories to install advanced filters near residential neighborhoods.
   - **Potential Conflict**: **Local government** might compromise for economic gains; **SMEs** worry about costs.
2. **Strong Environmental Protection & Climate Adaptation**
   - **Action**: Demand stricter rules on pollution, waste management, reforestation, and flood defenses.
   - **Example**: Launch petitions for single-use plastic bans or early-warning flood systems for rural areas.
   - **Potential Conflict**: **Entrepreneurs** might view this as too expensive; **local government** may lack budget.
3. **Workers' Rights & Social Justice**
   - **Action**: Push for safe working conditions, fair wages, and inclusive hiring of marginalized groups.
   - **Example**: Co-author policy proposals improving women's access to green jobs.
   - **Potential Conflict**: **Businesses** fear rising labor costs; **labor unions** might differ on tactics or timelines.

4. **Public Transparency & Independent ESG Reporting**
    - **Action**: Demand frequent, verified data on emissions, wages, or raw materials usage.
    - **Example**: Push for a public scoreboard revealing top polluters or unfair labor practices.
    - **Potential Conflict**: **Companies** see heavy disclosure as resource-intensive or risking negative PR.
5. **Grassroots Participation in Decision-Making**
    - **Action**: Insist on local or national boards having community representatives, public hearings, or referendums.
    - **Example**: Secure seats for youth or indigenous leaders in monthly policy councils.
    - **Potential Conflict**: **Government** fears slowed bureaucracy; **federal bodies** may not want to cede power.
6. **Anti-Corruption & Whistleblower Protections**
    - **Action**: Expose bribery, favoritism, or hidden deals.
    - **Example**: Publish evidence of nepotism in awarding big infrastructure contracts.
    - **Potential Conflict**: **Officials** might resist external oversight; some **SMEs** fear red tape or retribution.
7. **Equitable Access to Benefits**
    - **Action**: Ensure local communities benefit from green transitions (infrastructure, job training).
    - **Example**: Advocate that revenues from carbon taxes or resource extraction partially fund local schools or healthcare.
    - **Potential Conflict**: **Federal authorities** might push top-down solutions ignoring local priorities.
8. **Community Empowerment & Monitoring**
    - **Action**: Offer trainings on citizen science, microfinancing, or cooperative building for rural entrepreneurs.
    - **Example**: Collect on-the-ground data on water contamination and share it with global media outlets.
    - **Potential Conflict**: Companies or **government** might prefer centralized data, seeing local monitoring as less “official.”

4) VET Educators & Training Institutions

Agenda Summary
You aim to produce **work-ready, socially conscious graduates**. You must keep curricula updated, promote hands-on learning, and ensure equitable access—often on limited budgets and in partnership with employers.

1. **Curriculum Modernization**
    - **Action**: Integrate modules on green tech, digital skills, or social entrepreneurship that match local labor demands.
    - **Example**: Add coursework on solar panel installation or sustainable farming techniques.

    - **Potential Conflict**: **SMEs** fear these subjects are too theoretical; you see them as essential.
2. **Pedagogical Innovation & Hands-On Learning**
    - **Action**: Develop interactive lessons (e.g., simulation labs, project-based classes) with real-world problem-solving.
    - **Example**: Set up a micro-recycling station on campus or a digital entrepreneurship hackathon.
    - **Potential Conflict**: **Government budgets** might not cover new training tech or staff upskilling.
3. **Practical Industry Partnerships**
    - **Action**: Collaborate with local SMEs or larger firms for apprenticeships, site visits, or equipment donations.
    - **Example**: Sign an agreement with a local agro-processing plant to offer student internships.
    - **Potential Conflict**: **SMEs** want immediate productivity from interns; educators need time to teach core theory.
4. **Continuous Teacher Training**
    - **Action**: Keep instructors current on digital tools, next-gen green technologies, or advanced pedagogical methods.
    - **Example**: Run annual teacher workshops on climate-smart agriculture or circular economy design.
    - **Potential Conflict**: **Federal authorities** might deprioritize funds; teachers may be stretched thin.
5. **Inclusivity & Access**
    - **Action**: Provide outreach, scholarships, or flexible timetables for rural, disadvantaged, or disabled students.
    - **Example**: Offer part-time modules for single parents or e-learning for remote villages.
    - **Potential Conflict**: **SMEs** might prefer specialized, high-skilled graduates over bridging or remedial programs.
6. **Sustainable Campus Operations**
    - **Action**: Lead by example: adopt solar panels, recycling programs, and local procurement on campus.
    - **Example**: Replace plastic canteen utensils with compostable alternatives.
    - **Potential Conflict**: School leadership may see these as overhead costs; donors might not finance them.
7. **Research & Pilot Programs**
    - **Action**: Investigate emerging ESG trends, test new teaching methods, or develop joint R&D with innovators.
    - **Example**: Pilot a new online eco-business planning module; measure outcomes in a small local cohort.
    - **Potential Conflict**: **Companies** want immediate results; you need time to validate new approaches.
8. **Certification & Credential Recognition**

- **Action**: Align qualifications with global ESG standards (GRI, ISO 14001, etc.) to boost graduate employability.
- **Example**: Award “Green Skills” badges or micro-credentials recognized by local or international employers.
- **Potential Conflict**: **SMEs** may find these frameworks too rigid; **federal bodies** might demand standardization for cross-border recognition.

5) Investors & Financial Institutions

Agenda Summary
You seek **profitable investments** with stable returns. However, ESG requirements are increasingly important to your own stakeholders and to manage reputational or legal risks. You provide financing, but also set conditions.

1. **Profit-Focused & Risk-Averse**
   - **Action**: Demand stable conditions (political stability, minimal social unrest) and strong ROI.
   - **Example**: Pull out of deals where local unrest threatens business continuity.
   - **Potential Conflict**: **Civil society** criticizes purely profit-driven motives; **labor unions** see cost-cutting as a threat to jobs.
2. **Conditional ESG Financing**
   - **Action**: Tie funding to sustainable performance (emission reductions, workforce diversity, or local sourcing).
   - **Example**: Offer a favorable loan rate if a factory meets set carbon-reduction targets within two years.
   - **Potential Conflict**: **SMEs** may find these rules too strict or expensive to adopt quickly; **local government** wants more flexible guidelines.
3. **Rigorous Disclosure Requirements**
   - **Action**: Insist on standardized metrics for carbon footprint, wages, or supply chain transparency.
   - **Example**: Provide a template for monthly ESG reporting to all funded projects.
   - **Potential Conflict**: **Small businesses** complain it’s burdensome; **VET educators** lack capacity to teach advanced ESG reporting.
4. **Market Expansion & Scale**
   - **Action**: Seek ventures that can grow regionally or globally—like green tech or sustainable agribusiness.
   - **Example**: Fund a solar-panel startup that shows potential to expand across neighboring countries.
   - **Potential Conflict**: **Civil society** fears “growth at any cost” or environmental harm; local authorities may impose content rules.
5. **Exit Strategy & Returns Timeline**
   - **Action**: Typically plan to recover investments within a set timeframe (3–7 years).

- **Example**: Pull capital out when the venture hits a profit threshold or merges with a bigger company.
- **Potential Conflict**: **Government** or **labor unions** want longer-term employment stability.

6. **Influence on Corporate Governance**
   - **Action**: Seek seats on boards or veto rights to guide strategy and minimize risk.
   - **Example**: Demand a seat at monthly directors' meetings to monitor safety or environment spending.
   - **Potential Conflict**: **Entrepreneurs** fear losing autonomy; **local government** insists on final say for local-impact issues.
7. **Emphasis on Reputation Management**
   - **Action**: Quickly withdraw if a scandal erupts, to protect your brand and placate shareholders.
   - **Example**: End financing to a factory found dumping toxic waste.
   - **Potential Conflict**: **Civil society** sees this as opportunistic rather than genuinely responsible; **employees** may lose jobs abruptly.
8. **SME Capacity-Building**
   - **Action**: Offer technical assistance or training on ESG compliance, so small businesses become "investment-ready."
   - **Example**: Sponsor workshops on carbon-accounting or corporate governance for local entrepreneurs.
   - **Potential Conflict**: Some **SMEs** might ignore training if immediate returns aren't evident; **government** could argue they're duplicating or overshadowing public programs.

6) Labor Union / Employee Representation

Agenda Summary
You **champion workers' rights**, aiming to achieve fair pay, safe workplaces, job security, and an influential voice in corporate decisions. You see strong labor practices as integral to sustainable development.

1. **Fair Wages & Comprehensive Benefits**
   - **Action**: Seek living wages above the statutory minimum, plus health and pension plans tied to profitability.
   - **Example**: Negotiate a wage floor 10% above local laws, or healthcare coverage for all permanent staff.
   - **Potential Conflict**: **SMEs** say labor costs threaten viability; **investors** fear diminished returns.
2. **Safe & Healthy Workplace**
   - **Action**: Demand strict oversight in hazardous industries, with mandated safety gear and health checks.
   - **Example**: Require on-site nurses or monthly safety drills in chemical plants.
   - **Potential Conflict**: Some **SMEs** view these as expensive or slowing production.

3. **Collective Bargaining & Worker Voice**
    - **Action**: Emphasize the right to unionize, negotiate pay/hours, and have a voice in management.
    - **Example**: Push for a works council that meets monthly with management to address grievances.
    - **Potential Conflict**: **Entrepreneurs** want freedom to hire/fire as needed; **investors** worry about strikes.
4. **Job Security & Upskilling**
    - **Action**: Resist layoffs due to automation; demand reskilling programs to help workers adapt.
    - **Example**: Ensure that staff operating older machinery get trained on new digital systems.
    - **Potential Conflict**: **Investors** favor cost-saving tech; **VET educators** support digital expansions that may reduce low-skill roles.
5. **Equitable Promotion & Anti-Discrimination**
    - **Action**: Expect fair internal promotion paths, zero tolerance for discrimination, and ongoing diversity training.
    - **Example**: Mandate transparent criteria for career progression to management roles.
    - **Potential Conflict**: **Entrepreneurs** might prefer external hires with specialized skills; employees want a clear route upward.
6. **Profit-Sharing or Bonus Mechanisms**
    - **Action**: Seek a share of company success, tying bonuses to productivity or eco-friendly targets.
    - **Example**: 5% of net profits distributed if sustainability goals (like 20% waste reduction) are met.
    - **Potential Conflict**: **Companies** fear open-book finances; some employees disagree on how to measure performance fairly.
7. **Work-Life Balance**
    - **Action**: Advocate for reasonable schedules, parental leave, flexible or remote options, mental health support.
    - **Example**: Pilot four-day work weeks or partial telework for new parents.
    - **Potential Conflict**: **SMEs** claim they need a nimble workforce to handle sudden demand spikes; local government may side with employees or remain neutral.
8. **Collaboration on ESG**
    - **Action**: Encourage deeper worker involvement in sustainability efforts (energy conservation, recycling programs).
    - **Example**: Let employees propose “green improvements,” awarding teams with best results.
    - **Potential Conflict**: Some **SMEs** may see these as non-essential side projects; **civil society** might find them superficial if not taken seriously.

7) Federal / Supranational Governance

Agenda Summary
You set **high-level policies** affecting entire regions. You use funding, trade agreements, and regulatory frameworks to harmonize ESG standards across multiple countries, aiming for large-scale societal impact.

1. **Macro-Level ESG Commitments**
    - **Action**: Enforce cross-border frameworks (e.g., AU Agenda 2063, EU Green Deal, Paris Climate Accord).
    - **Example**: Require member states to report annually on greenhouse gas reductions or youth-employment targets.
    - **Potential Conflict**: **Local governments** may prefer less regulation to attract investment.
2. **Unified Reporting Standards**
    - **Action**: Promote or mandate standardized ESG metrics (e.g., GRI, ISSB), ensuring comparability across countries.
    - **Example**: Establish baseline disclosures for any firm operating internationally, covering carbon, labor, and diversity data.
    - **Potential Conflict**: **SMEs** complain “one-size-fits-all” is unrealistic; local regulators want freedom to adapt rules.
3. **Regional & Continental Trade Agreements**
    - **Action**: Tie preferential trade status or lower tariffs to ESG performance.
    - **Example**: Place carbon border taxes on imports from heavy polluters; require fair labor certifications for exporters.
    - **Potential Conflict**: **Civil society** might accuse you of ignoring local nuances; **entrepreneurs** fear losing market access if they can’t comply.
4. **Large-Scale Funding & Grants**
    - **Action**: Allocate big budgets for infrastructure, R&D, and green transitions in multiple countries.
    - **Example**: Offer billions in climate-transition funds for new public transport systems or renewable energy grids.
    - **Potential Conflict**: **SMEs** want direct micro-grants; **labor unions** worry large infrastructure might not create enough decent work.
5. **Monitoring & Enforcement**
    - **Action**: Oversee whether nations and corporations follow international agreements, with potential sanctions.
    - **Example**: Temporarily suspend trade privileges if a country fails to protect labor rights or combat major pollution.
    - **Potential Conflict**: **Local governments** see this as infringing on sovereignty; **investors** might fear sudden rule shifts.
6. **Diplomatic & Political Leverage**
    - **Action**: Negotiate with countries on adopting higher ESG norms in exchange for debt relief or trade benefits.

    - **Example**: Offer partial debt cancellation if a nation sets stricter climate targets or invests in robust VET reforms.
    - **Potential Conflict**: **Civil society** might see slow or inadequate action; **entrepreneurs** fear unpredictable policy changes.
7. **Technical Assistance & Knowledge Exchange**
    - **Action**: Provide training, policy guidance, and capacity-building to local or regional authorities.
    - **Example**: Dispatch teams to help implement carbon-credit schemes or cross-border skill-recognition frameworks.
    - **Potential Conflict**: **Local governments** might see it as foreign meddling; **labor unions** could distrust external experts.
8. **Regional Collaboration for Skills & Education**
    - **Action**: Harmonize VET curricula, teacher competencies, or professional certifications across borders.
    - **Example**: Develop a shared vocational certificate for solar technicians recognized in multiple countries.
    - **Potential Conflict**: Some **VET institutions** say universal standards ignore local contexts; **labor unions** fear “race to the bottom” on wages.

Roundtable Negotiation (20 minutes)
Representatives Debate:
Each group sends one or two spokespeople to a joint session and facilitates a roundtable.

Their goal:

> **Present their top 3 priorities and negotiate an ESG strategy** that addresses key stakeholder concerns.

The discussion focuses on:

- Work toward a shared ESG roadmap
- Trade-offs between cost and sustainability
- Environmental and social accountability
- Governance and public transparency
- Stakeholder influence and shared responsibility

Wrap-Up:

Wrap-Up Discussion (10 minutes)

"What was the biggest challenge in reaching stakeholder consensus?"
"What might happen if one of these voices is ignored in a real-world scenario?"

"Which synergy or "win-win" solutions emerged from today's negotiation?

Groups share insights on stakeholder dynamics, ethical complexity, and real-world business The facilitator observes group dynamics, clarity of roles, engagement in negotiations, and collaborative strategy-building.

Assessment

- **Participation Check:** Observe engagement during discussions.
- **Reflection Statement:** Ask each participant to write a brief reflection on one measure they think would be hardest for their fictional business to implement and why.

Skills/Abilities developed

- Ethical reasoning in complex, real-world scenarios
- Negotiation and consensus-building
- Understanding stakeholder roles in ESG frameworks
- Communication and accountability strategy
- Systems thinking in sustainability and business impact

Further readings, activities, materials, best practices

- slides provided

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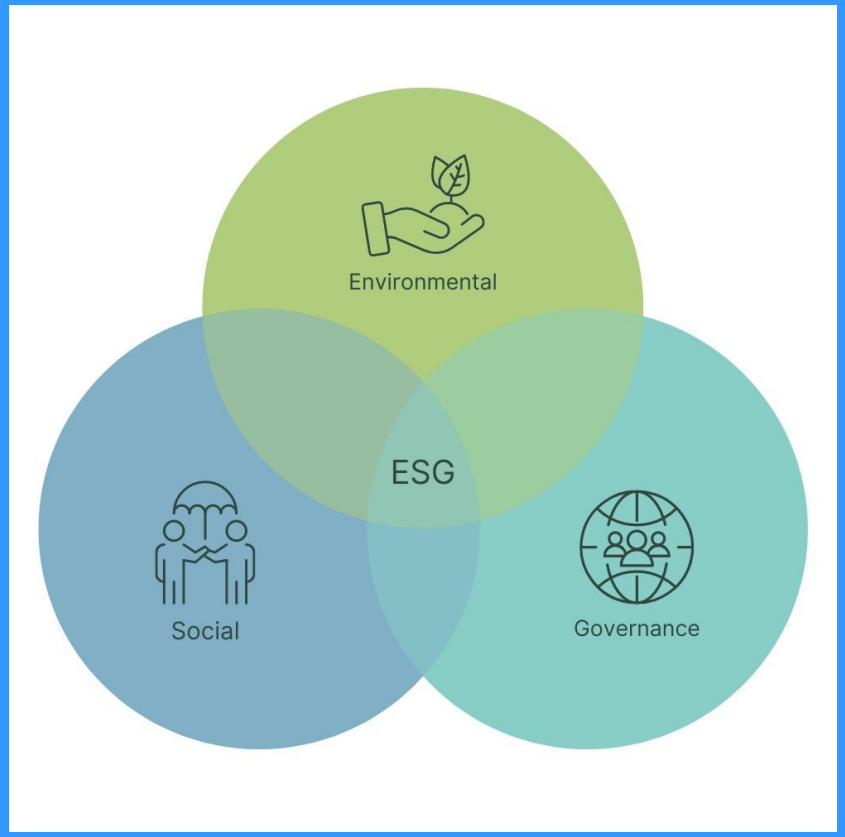
GSMESKILL

Environment and Social Governance (ESG) and Sustainability Practices

TABLE OF CONTENTS

ESG AND SUSTAINABILITY PRACTICES

Understanding ESG Standards: Latest trends and standards in ESG



“BE IN SOMEONE ELSE’S SHOES”

Duration: 90 minutes, with flexibility for learners’ needs of extension or accomplishing the tasks

Learning Objectives:

📘 Understand the role of ESG (Environmental, Social, and Governance) in shaping sustainable business strategies

🤝 Recognize how stakeholder consensus is essential to avoid public outcry and reputational damage

🌐 Identify and explore real-world ESG dilemmas across sectors

⚖️ Practice negotiation and ethical decision-making within conflicting priorities

METHODOLOGY, RESOURCES AND DEVICES

🎯 **Methodology**: Scenario-based ethical exploration, role-based stakeholder simulation, small group collaboration, large-group negotiation and reflective discussion and critical thinking

📂 **Resources**: Stakeholder Role Cards (Environmental NGO, Workers' Union, Government, Company), ESG Scenario Brief (e.g., "New Manufacturing Plant in Rural Area"), whiteboards or Projector for mapping stakeholder positions and agendas

💻 **Devices**: Projector

DESCRIPTION OF THE ACTIVITY

1 **Introductory discussion:**

🤔 "What aspects should be considered when a company wants to act sustainably?"

💡 Introduce ESG as a framework that guides ethical, environmental, and social decision-making in business

2 **Scenario Exploration:** Building a New Manufacturing Plant

- Divide learners into stakeholder groups (up to 7)
- Each receives a one-page agenda to review and prioritize (Top 3 minimum)

DESCRIPTION OF THE ACTIVITY

3 Stakeholder Role Cards Overview

1. Local Government & Regulatory Authorities
2. Entrepreneurs & SME Owners
3. Civil Society & Community Advocates
4. VET Educators & Training Institutions
5. Investors & Financial Institutions
6. Labor Union / Employee Representation
7. Federal / Supranational Governance

DESCRIPTION OF THE ACTIVITY

4️⃣Roundtable Negotiation (20 minutes)

🗣️ Representatives Debate: Each group sends 1-2 spokespeople to a joint session

🎯 Goal: Present top 3 priorities and negotiate an ESG strategy addressing key stakeholder concerns

📝 Discussion Focus: Shared ESG roadmap, trade-offs between cost & sustainability, environmental & social accountability, governance & public transparency, stakeholder influence & shared responsibility

DESCRIPTION OF THE ACTIVITY

5️⃣ Wrap-Up (10 minutes)

🔄 Wrap-Up Discussion:

"What was the biggest challenge in reaching consensus?"

"What might happen if one of these voices is ignored?"

"Which synergy or win-win solutions emerged?"

🗣️ **Group Insights**: Stakeholder dynamics, ethical complexity, real-world business applications

👩‍🏫 **Facilitator's Role**: Observe group dynamics, clarity of roles, engagement in negotiations, collaborative strategy-building

ASSESSMENT & SKILLS DEVELOPED

Assessment:

👀 Participation Check: Observe engagement during discussions

📝 Reflection Statement: Ask each participant to write a brief reflection and focus on one measure they think would be hardest for their fictional business to implement and why

Skills Developed:

⚖️ Ethical Reasoning in complex, real-world scenarios

🤝 Negotiation & Consensus-Building

🔍 Understanding stakeholder roles in ESG frameworks

📢 Communication & Accountability Strategy

♻️ Systems Thinking in sustainability and business impact

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Submodule 4.2

ESG Research: Conducting effective ESG research

→ **Skills:**

1. Research skills
2. Data analysis
3. Critical evaluation

ESG Research: Conducting effective ESG research
Activity 1: Sustainability Detectives
Duration: 1,5 hours
Specific Learning Objectives 1. Develop research skills by gathering information on ESG policies and sustainability practices from different companies. 2. Enhance data analysis abilities by evaluating ESG scores and comparing them across industries. 3. Strengthen critical evaluation skills by assessing the authenticity and effectiveness of companies' sustainability claims.
Methodology, Resources and Devices - Group research: Teams of 3-4 investigate real-world companies. - Discussion & analysis: Teams compare data and present findings.
Description of the activity and Key Concepts **<u>Early Stage:</u>** **Intro** - The Trainer will introduce ESG (Environment, Social and Governance) and sustainability practices, explaining their relevance in the business world. Provide key definitions: - **Environment**: Impact of the company on the planet (e.g., carbon footprint, waste management). - **Social**: How the company manages relationships with employees, suppliers, customers, and communities. - **Governance**: The company's leadership, ethics, and transparency.

Activity Core (Middle Stage)

1. **Research Phase**

- Divide learners into small teams (3-4 members each).
- Assign each team a different "**company**" or let them select one from a provided list (choose companies across various industries like energy, food, technology, fashion).
- Each group researches their assigned company's ESG policies, using links to the company's website, ESG reports, and third-party ratings like MSCI.
- Participants must find data (e.g., energy usage, waste management, employee diversity) and critically evaluate the company's public statements on ESG.

2. **Data Analysis**

- Teams **compare** their company's ESG "**performance**" with at least one other company in the same sector or across sectors.
- Analyse the data gathered, focusing on "**sustainability"** indicators, such as emissions reduction, diversity policies, and corporate governance.
- Encourage learners to evaluate whether the company is "greenwashing" (promoting environmental sustainability and doing opposite practices) or genuinely contributing to sustainability.

Final Stage

Presentation

- Teams present their findings, including key data points, conclusions on the company's ESG performance, and a critical analysis of how they can improve.
- After each presentation, the class engages in a discussion about the company's actual impact on sustainability, focusing on whether their ESG claims are credible.

Assessment

(it will consist of three stages)

1. Ongoing feedback during group research and analysis phases – trainer will exist continuously to give some feedback on the work done and appropriate guidance.
2. Teams evaluate each other's presentations, focusing on the quality of research, accuracy of data, and depth of critical evaluation. After presentation, will be an open round of peer-to-peer evaluations in this case, it will be based on groups to groups.
3. Debriefing will be done after all phases complete to oversee the work done and how the participants see the activity and its accomplishments.

Skills/Abilities developed

- **Research Skills:** Participants develop the ability to gather, filter, and interpret information from various sources (ESG reports, company data).
- **Data Analysis:** Participants practice analysing numerical data (e.g., carbon emissions) and comparing performance metrics between companies.
- **Critical Evaluation:** Participants strengthen their capacity to critically evaluate sustainability claims and detect greenwashing.

Further readings, activities, materials, best practices

Tips for trainer:
In case participants aren't eager to choose a company this can be provided as a support choice:
List of companies:

- Apple
- Microsoft
- Shell
- Tesla
- Patagonia
- H&M
- Unilever
- Nestlé
- Toyota
- Volkswagen
- Procter & Gamble (P&G)
- Johnson & Johnson

Further reading:

1. **MSCI ESG Ratings (https://www.msci.com/sustainable-investing/esg-ratings)**

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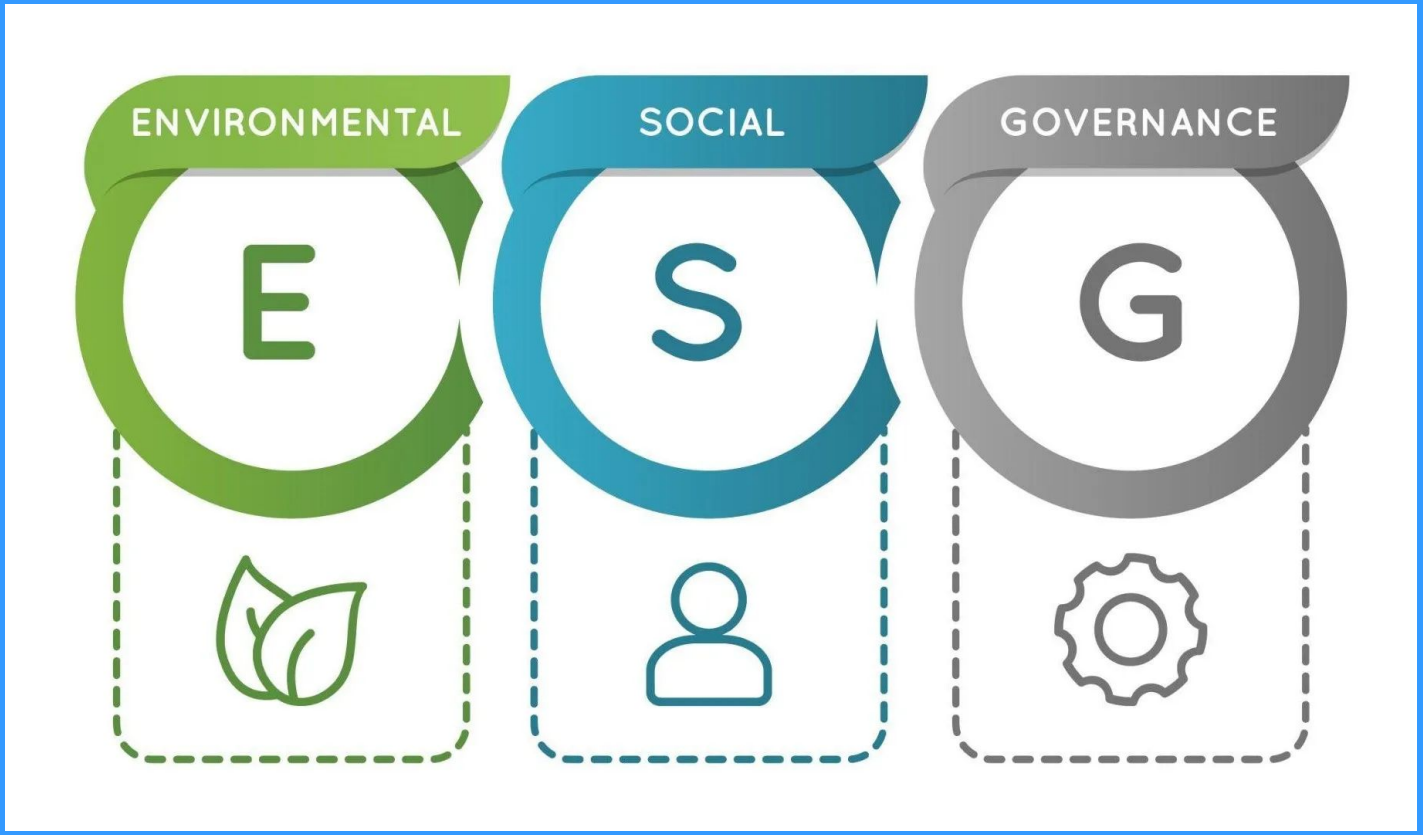
Environment and Social Governance (ESG) and Sustainability Practices

TABLE OF CONTENTS

ESG RESEARCH

Conducting effective ESG research
Skills: Research skills, data analysis, critical evaluation



SUSTAINABILITY DETECTIVES

Duration: 90 minutes

Learning Objectives:

🔍 Develop Research Skills

📊 Enhance Data Analysis Abilities

🧐 Strengthen Critical Evaluation Skills

Methodology, Resources, and Devices:

👥 Group Research: Teams of 3-4 investigate real-world companies

💬 Discussion & Analysis: Teams compare data and present findings

DESCRIPTION OF THE ACTIVITY

1️⃣ Early stage:

🌍 Introduction to ESG & Sustainability Practices explaining their relevance in the business world

🔑 Key Definitions:

Environment 🌱: Impact of the company on the planet

Social 🤝: How the company manages relationships with employees, suppliers, customers, and communities

Governance 🏛️: The company’s leadership, ethics, and transparency

DESCRIPTION OF THE ACTIVITY

2️⃣ Activity Core (Middle Stage):

🔎 Research Phase

- Divide learners into small teams (3-4 members)
- Assign each team a different company or let them choose from a list
- Teams research their assigned company’s ESG policies
- Find data and critically evaluate the company's public ESG statements

📊 Data Analysis

- Compare ESG performance with at least one other company
- Analyze sustainability indicators: emissions reduction, diversity policies, corporate governance
- Encourage evaluation of “greenwashing” vs. genuine sustainability efforts

DESCRIPTION OF THE ACTIVITY

3️⃣ Final stage:

📢 Presentation - Teams present their findings including:

- Key data points
- Conclusions on the company’s ESG performance
- Critical analysis on improvements

💬 Class Discussion

- Engage in a class discussion after each presentation
- Discuss the company’s actual impact on sustainability and evaluate the credibility of their ESG claims

ASSESSMENT & SKILLS DEVELOPED

Assessment (three stages):

🔄 Ongoing Feedback during group research and analysis phases

👥 Peer Evaluation

📝 Debriefing after all phases

Skills Developed:

🔍 Research Skills

📊 Data Analysis

🧐 Critical Evaluation

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ESG Research: Conducting effective ESG research

Activity 2: ESG Role Play

Duration: 1,5 hours

Specific Learning Objectives

1. Understand the basic components of ESG (Environmental, Social, Governance).
2. Identify and evaluate sustainable practices in a real-world company.
3. Learn how ESG factors influence corporate decisions and stakeholder relations.
4. Practice negotiating and collaborating to find balanced solutions in a corporate context
5. Evaluate the consequences of different ESG strategies on various stakeholders.

Methodology, Resources and Devices

This activity uses role play to simulate real-world corporate decision-making scenarios regarding ESG issues.

- Pre-prepared role descriptions (stakeholder cards).
- Whiteboard or flip chart for brainstorming solutions.

Description of the activity and Key Concepts

Intro:

- Explain the importance of ESG in today's corporate environment and how it affects various stakeholders, including shareholders, employees, customers, communities, and regulators.

Role division:

- Assign participants to different stakeholder roles in a fictional company (e.g., CEO, ESG manager, investor, community representative, employee, customer). Provide brief descriptions of their roles and interests in ESG practices.

Example Roles:

- **CEO:** Focused on profitability but recognizes the need for sustainable practices.
- **ESG Manager:** Advocates for strong sustainability initiatives and compliance with regulations.
- **Investor:** Concerned about financial returns but interested in socially responsible investments.
- **Community Representative:** Focused on the company's impact on local communities and environmental practices.

- **Employee:** Interested in workplace conditions and corporate culture related to sustainability.
- **Customer:** Values sustainability in products and services and influences market trends.

Scenario revealing:
It is up to the trainer to give which scenario to which group:

In case more than one group:
Each group has 6 participants and scenarios can be more and each group gets one scenario.

Scenarios:
- The company is considering expanding operations into a new area but faces backlash from local communities concerned about environmental impacts.
- A new regulation requires a significant reduction in carbon emissions, impacting the company's production processes and costs.

Discussion and debating:

- **Breakout Groups:** Allow participants to discuss their perspectives within their roles, focusing on how the scenario affects their stakeholder interests.
- **Negotiation Session:** Bring the group back together to negotiate a solution to the ESG challenge, encouraging stakeholders to express their needs and propose compromises.
- **Trainer's Role:** Guide the discussion, ensuring that all voices are heard and encouraging constructive dialogue.

Presentation of Solutions:
- Each group presents their negotiated solution to the ESG challenge, explaining how they balanced the interests of various stakeholders.
- Encourage feedback from the larger group on the proposed solutions.

Debriefing:
- Discuss the outcomes of the role-play, focusing on ESG decision-making and the importance of "**stakeholder"** engagement
- Ask questions that lead to the focus on "how different perspectives can lead to more sustainable business practices".

Assessment

Each participant submits a short reflection each (1-2 paragraphs) on what they learned from the role-play and how their perspective on ESG has changed.

Specific Skills/Abilities developed

1. **Understanding of ESG Factors:** insight into how ESG considerations influence corporate decision-making.
2. **Collaboration and Negotiation:** Role-playing encourages teamwork and negotiation skills as participants work toward a common solution
3. **Critical Thinking:** What are the impacts of different ESG strategies on various stakeholders fosters analytical thinking.

Further readings, activities, materials, best practices

- Provided slides related to Governance (ESG) and Sustainability Practices

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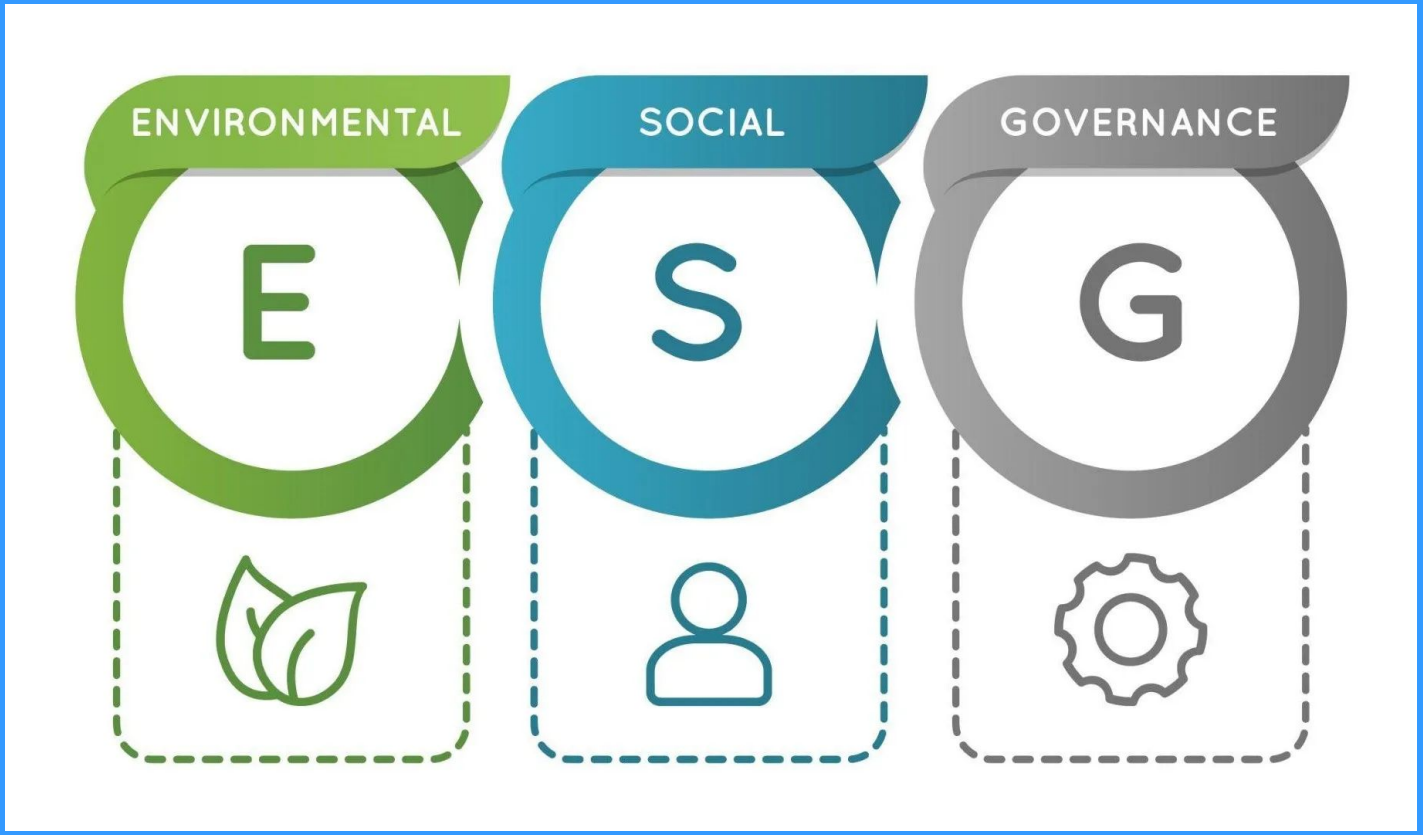
Environment and Social Governance (ESG) and Sustainability Practices

TABLE OF CONTENTS

ESG RESEARCH

Conducting effective ESG research
Skills: Research skills, data analysis, critical evaluation



ESG ROLE PLAY

Duration: 90 minutes

Learning Objectives:

📘 Understand ESG Basics (Environmental, Social, Governance)

🔍 Evaluate Real-World Practices in a Real-World Company

🏢 Corporate Impact

🤝 Negotiation & Collaboration to find solutions in a corporate context

⚖️ Stakeholder Impact

METHODOLOGY, RESOURCES & DEVICES

🎭 **Methodology**: Role Play Simulation

Simulate real-world corporate decision-making on ESG issues

Encourage empathy, analysis, and strategy through stakeholder roles

📇 **Resources**

Pre-prepared stakeholder cards with detailed role descriptions

🧠 **Devices & Tools**

Whiteboard or flip chart for brainstorming and visualizing solutions

DESCRIPTION OF THE ACTIVITY

1 Introduction and Role Division:

- Highlight the importance of ESG in today's corporate world and explain how it impacts stakeholders
- Assign participants stakeholder roles in a fictional company (CEO, ESG Manager, Investor, Community Representative, Employee, Customer))

2 Scenario Setup & Structure

- Trainer assigns one scenario per group of 6 participants
- Each scenario includes a challenge involving ESG trade-offs
  - Examples: Expansion into new area, carbon emission regulation

DESCRIPTION OF THE ACTIVITY

3️⃣ Breakout Discussions & Negotiation

🧠 Breakout Groups

- Discuss how the scenario affects your stakeholder's interests
- Define key concerns and potential solutions

🤝 Negotiation Session

- All stakeholders come together to discuss
- Express needs ➕ propose compromises

👨‍🏫 Trainer's Role

- Facilitate inclusive and constructive dialogue
- Ensure every voice is heard

DESCRIPTION OF THE ACTIVITY

4 Presentations & Debriefing

📝 Group Presentations

- Share proposed ESG solutions
- Explain how stakeholder interests were balanced

🔄 Class Feedback

- Offer comments and suggestions
- Reflect on strengths and gaps in proposed strategies

🔍 Debrief

- Focus on ESG decision-making
- Discuss how different perspectives can foster more sustainable business practices

ASSESSMENT & SKILLS DEVELOPED

Assessment:

📩 Reflection Task: Each participant writes a short reflection (1–2 paragraphs)

💭 Focus:

- What did you learn from the role-play?
- How has your perspective on ESG evolved?

Skills Developed:

🌿 Understanding ESG Factors

🤝 Collaboration & Negotiation

🧩 Critical Thinking

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Submodule 4.3

ESD + IKS: Integrating local knowledge systems with Education for sustainable development

→ **Skills:**

1. ESD Competences
2. Contextual awareness
3. Research skills

ESD + IKS: Integrating local knowledge systems with Education for sustainable development
Activity 1: Developing VET Entrepreneurial Green Mindset and Skills for Small-Business Development
Duration: 1,5 hours
Specific Learning Objectives 1. Recognize the value of Indigenous/Local Knowledge Systems (IKS) in designing and delivering Education for Sustainable Development (ESD) activities. 2. Apply a holistic approach (environmental, social, economic, cultural) when integrating local/indigenous wisdom into curricula or community initiatives. 3. Demonstrate competence in researching, documenting, and ethically using IKS within sustainable development teaching or projects. 4. Envision ways to transform standard teaching approaches by including local knowledge keepers and culturally relevant resources. 5. Plan at least one practical ESD+IKS activity—whether a lesson plan or mini-project—suitable for adult learners or vocational contexts.
Methodology, Resources and Devices **Methodology** ● Interactive Lecture: Brief presentations on key concepts of ESD, IKS, and their intersection (10–15 minutes). ● Case Study & Group Work: Small groups analyze real or hypothetical scenarios showing successful ESD+IKS integration (30 minutes). ● Mini-Workshop: Participants outline an ESD+IKS activity or lesson concept (30–40 minutes). ● Plenary Discussion: Each group briefly shares ideas, receiving peer and facilitator feedback (10 minutes).

Resources

- **Presentation Slides** or flipchart with bullet points on UNESCO's ESD competencies (holistic thinking, envisioning change, transformation).
- **Short Case Study** handouts featuring IKS-based sustainable practices (e.g., local water-harvesting methods, seed-saving traditions, communal conflict resolution).
- **Excerpts from UNESCO's ESD Sourcebook (2012)** and the **Expert Review of ESD (2011)** on involving community elders or local practitioners in teaching.
- **Printed Worksheets** for group brainstorming (one per group).

see "**Example resources"**

Devices

- Projector or large screen (if available).
- Flipcharts, markers, sticky notes (for mapping local knowledge elements).

Description of the activity and Key Concepts

Segment 1: Opening & Introductory Presentation (10–15 minutes)

- Key Points
    - Briefly review UNESCO's approach to ESD, emphasizing the synergy of environment, society, economy, and cultural heritage (Holistic Approach).
    - Introduce the concept of Indigenous Knowledge Systems: culturally transmitted knowledge spanning agriculture, resource management, conflict resolution, craft, or ecological stewardship.
    - Highlight ESD Competences relevant to IKS:
        - *Holistic Thinking*: Recognizing the interlinkages of local knowledge, environment, and socio-economic factors.
        - *Envisioning Change*: Imagining future solutions that respect tradition while innovating for sustainability.
        - *Achieving Transformation*: Moving from knowledge to action in local contexts.
- Note: Stress the importance of ethical engagement (consent, credit to knowledge keepers).

Segment 2: Case Study & Group Discussion (30 minutes)

1. **Distribute or Present a Case Study** (ideally adapted from local contexts, e.g., a rural community's method of organic pest control using indigenous plants).

2. **Small-Group Activity** (4–6 participants each):

    - *Task*: Identify which aspects of local knowledge are vital for sustainability in the scenario. How could a VET teacher or SME integrate these methods into a lesson or business training?

    - *Questions*:

        - "Which local traditions address environmental, economic, and social challenges?"
        - "How would you ensure these knowledge holders (elders, skilled artisans) are respectfully included?"
        - "What research skills or data collection methods are needed (e.g., interviews, field observation)?"

3. **Short Sharing** (2 minutes per group): Summarize the main IKS elements and any new ESD opportunities discovered.

Segment 3: Mini-Workshop (30–40 minutes)

1. **Teams Outline an ESD+IKS Activity**

    - *Prompt*: "Design a 15–30-minute module or small project that merges local knowledge with a sustainability challenge relevant to your learners or community."

    - Encourage them to define:

        - *Learning Goals* (e.g., understanding local water-conservation techniques).

        - *Methods* (interview local elders, test out a mini-demonstration).

        - *Evaluation* (how to measure awareness or changed behaviors?).

2. **Teams Draft Plans** on worksheets or flipcharts:

    - Incorporate the ESD competences (holistic approach, envisioning, transformation).

- Outline how to gather local data or knowledge ethically, addressing any language or cultural barriers.

3. **Quick Feedback** (10 minutes): Each group (if time permits) or a selection of groups presents. Facilitator and peers offer insights.

Segment 4: Wrap-Up & Reflection (10 minutes)

1. **Debrief**: Ask, “What is one insight you gained about using local knowledge for ESD?”

2. **Action Steps**: Encourage participants to:

   - Identify potential local knowledge keepers or community experts they might collaborate with.
   - Start small pilot lessons or projects within their VET or community setting.

3. **Closing Remark**: Stress that bridging ESD with local knowledge fosters deeper relevance, community ownership, and sustainable outcomes.

Assessment
Formative Assessment during group tasks:

- Observe participants’ ability to pinpoint local knowledge sources, propose ethical engagement, and link them to ESD goals.

Reflective Debrief at the end:

- Ask participants to articulate key takeaways on integrating IKS in future lessons/projects.

Optional Mini-Project Follow-Up:

- If time/resources allow, participants can pilot their ESD+IKS mini-project in their context, share results in the next session or via an online follow-up. This real-world feedback loop measures practical effectiveness and fosters ongoing improvement.

Example resources
As a facilitator, I would keep it concise, using clear examples and minimal jargon.)

What is ESD (Education for Sustainable Development)?

- ESD is a teaching and learning approach championed by UNESCO that integrates economic, environmental, social, and cultural dimensions of sustainability.
- It develops critical thinking, systems thinking, and transformative competencies (e.g. problem-solving, collaboration) so that learners can actively shape a more sustainable future.

- Key concept: Empowerment to envision change and implement practical, context-relevant solutions.

What is IKS (Indigenous/Local Knowledge Systems)?

- Refers to culturally transmitted knowledge, practices, and values that have evolved within local communities over generations (e.g. traditional agriculture, water management, conflict resolution).
- Often holistic, IKS reflects intimate relationships between humans, nature, and community. It can include sophisticated, place-based understandings of biodiversity, resource use, and social harmony.

Where They Intersect

- ESD + IKS overlap by embracing local realities in educational content, drawing on authentic cultural wisdom for more sustainable ways of living.
- Merging them fosters contextualized, culturally respectful learning. E.g., if local farmers have methods to conserve soil and water, ESD lessons incorporate these best practices, acknowledging community elders as co-teachers.
- This integration aligns with UNESCO's call for "holistic, inclusive" ESD that "bridges tradition and innovation" (Expert Review, UNESCO 2011).

Case studies

Case Study #1: (Kenya): The Green Belt Movement's Community-Based Reforestation

- Context & Background:
  The Green Belt Movement (GBM) in Kenya, founded by Nobel Laureate Wangari Maathai in 1977, mobilizes local communities—especially women—to plant trees, conserve forests, and improve livelihoods. Communities in the Central and Rift Valley regions suffered from deforestation, soil erosion, and diminished water sources.
- IKS Integration:
  - GBM leverages traditional ecological knowledge on local tree species (e.g. indigenous fig, warburgia) that regenerate soils, protect watersheds, and provide medicinal benefits.
  - Women's groups share planting techniques passed down through generations—like precise timing for nursery setup in relation to local rainfall patterns.
  - Indigenous rituals or community gatherings accompany planting events, reinforcing cultural values of caring for land.
- ESD Elements:
  - Holistic Approach: Workshops cover not only reforestation but also water harvesting, women's leadership, and income-generation via indigenous tree products (honey, herbal medicine).
  - Envisioning Change: Participants collectively plan for greener, self-sustaining villages.

    - Achieving Transformation: Over 51 million trees planted nationwide, reducing soil erosion and empowering thousands of women. Local knowledge keepers are recognized as trainers, bridging tradition and new agroforestry skills.
- Source:
    - The Green Belt Movement official website and UNESCO references (e.g. UNESCO's "Wangari Maathai, Pioneer in Environmental Education" highlight the synergy of local knowledge and reforestation).

Case Study #2: Songhaï Centre for Agro-Ecological Entrepreneurship

- Context & Background:
  The Songhaï Centre in Porto-Novo, Benin (founded in 1985 by Father Godfrey Nzamujo) is a renowned hub for integrated organic farming, youth training, and rural entrepreneurship. It addresses food insecurity, youth unemployment, and environmental degradation in West Africa.
- IKS Integration:
    - The Centre revives traditional composting and polyculture methods historically used by local farmers—enhanced with modern innovations (e.g., small-scale biogas systems).
    - Elders from nearby villages share knowledge about intercropping (like cassava with legumes) and natural pest controls, which the Centre documents and refines for larger-scale application.
- ESD Elements:
    - Holistic Approach: Training modules integrate local soil fertility practices, water-resource management, and entrepreneurial skills.
    - Envisioning Change: Learners see real examples of closed-loop farming—organic waste from livestock feeding into biodigesters, powering farm operations.
    - Achieving Transformation: Over 7,000 farmers and SMEs trained. Many replicate these methods across Benin and neighboring countries, boosting ecological resilience and local incomes.
- Source:
    - Official Songhaï Centre documentation (www.songhai.org)
    - Recognized by FAO and other international bodies for integrating local ecological knowledge into modern agro-entrepreneurship.

Case Study #3: Vanuatu's Traditional Cyclone Preparedness

- Context: Vanuatu (Pacific Islands) faces frequent tropical cyclones. Historically, Ni-Vanuatu communities used indigenous forecasting (e.g., cloud patterns, bird migrations) and built low-rise, flexible homes from local materials.
- ESD + IKS Integration:
    - Introduced coping disaster strategies that included *both* modern meteorological science *and* local observational cues.

    - Learners interviewed elders about storm-shelter designs and sea-level signs, then used this info in group projects to propose safer village layouts.
    - Collaboration between local government and UNESCO's Office for the Pacific States documented these practices and integrated them into primary curricula.
- Outcome: Participants gained double literacy—scientific data interpretation and ancestral knowledge—leading to more community resilience and improved crisis-response protocols.

Case Study #4: Seed Guardians in Peru's Sacred Valley

- Context: Quechua communities near Cusco practice ancient seed-saving and terraced farming to preserve biodiversity in high-altitude conditions.
- ESD + IKS Integration:
    - A local NGO, *Asociación ANDES*, teamed with schools to create "Living Classroom" programs. Learners observed elders' seed-bartering traditions (trueque) and used community-run seed banks.
    - Lessons combined agronomy (plant genetics, climate adaptation) with Quechua concepts of reciprocity (ayni).
    - They also engaged learners in field experiments: crossing local crop varieties to enhance pest resistance and reduce chemical use.
- Outcome: Through practical and culturally grounded modules, youth recognized the value of local seed diversity—leading to expanded seed-saving networks, improved household nutrition, and stronger local identity.

Theoretical Case Studies

Hypothetical Case (Nigeria): Community-Led Mangrove Restoration for Coastal Resilience

- Context & Background:
  A coastal community in the Niger Delta faces wetland degradation (mangroves lost to pollution, land clearing, and unsustainable harvesting). Traditional fishing methods once thrived alongside these mangroves, providing fish nurseries and coastal protection.
- IKS Integration:
    1. Local Elders present canoe routes, identifying key mudflat areas historically used for seasonal fishing.
    2. Women's Collective shares indigenous knowledge of mangrove seed collection, gleaned from maternal lines over decades.
    3. ESD sessions incorporate local proverbs or folk stories illustrating respect for wetlands as spiritual guardians.
- ESD Elements:
    1. Holistic Approach: VET educators encourage synergy—combining these inherited mangrove replanting methods with scientific data on brackish water salinity.

1. Envisioning Change: Learners create a “Healthy Mangrove, Healthy Community” campaign, showing how restoring wetlands can mitigate floods and revitalize fish stocks.
2. Achieving Transformation: After replanting pilot sites, community sees reduced shoreline erosion and better fish yields, sparking momentum for an eco-tourism micro-enterprise.

- Workshop Use:
    1. This scenario can prompt participants to brainstorm feasible joint activities (elder interviews, reforestation mapping, livelihood diversification) and identify potential pitfalls (pollution from outside companies, cultural taboos around harvesting certain species).

Drought Resilience in Northern Kenya

- Context: A semi-arid region with frequent droughts; pastoralist communities historically follow rainfall patterns using clan-based knowledge of seasonal grazing routes.
- ESD + IKS Integration (Proposed Project):
    - VET instructors partner with community elders to document traditional herd-management and water-source mapping.
    - Learners develop digital mapping or basic GIS layers that overlay climate data with local routes.
    - In the classroom: They examine how modern water-harvesting structures can align with the pastoral calendar for less overgrazing.
    - Evaluation: Learners present an integrated “drought-management plan,” balancing scientific climate forecasts with generational lore on plant regrowth times and migratory patterns of livestock.
- Potential Impact: Gains in real-life problem-solving—useful for climate adaptation in fragile ecosystems—while preserving pastoral communities’ intangible heritage.

Skills/Abilities developed

- **Holistic Thinking**: Participants practice seeing the interplay of cultural, environmental, and social aspects in local knowledge.

- **Contextual Awareness**: They learn to identify relevant IKS that address immediate community challenges.

- **Research & Data Collection Skills**: Gaining exposure to methods (interviews, focus groups) for capturing intangible knowledge responsibly.

- **Collaborative Planning**: Designing modules or short projects that unite teachers, local experts, and learners.

- **Reflective Practice**: Assessing how well IKS is integrated into ESD outcomes (transformed attitudes/behaviors).

Further readings, activities, materials, best practices

Africa ESD Network (africaesd.org): Aggregates real case studies from across the continent, focusing on integrative learning, youth engagement, and culturally grounded sustainability. The network highlights proven community-based initiatives in countries like Ghana, South Africa, and Ethiopia.

- UNESCO (2012), Education for Sustainable Development Sourcebook – Briefs on local knowledge integration and reorienting curricula.
- UNESCO (2011), An Expert Review of Processes and Learning – Discusses ESD competencies (collaboration, critical thinking, cultural respect).
- UNESCO Nairobi Office — “Integrating Indigenous Knowledge in Education Policy and Practice (2019)”
    - Documents Kenyan and Tanzanian projects merging local knowledge with formal curricula (like Maasai pastoral insights).
    - Link often found through UNESCO’s Regional Office for Eastern Africa (unesco.org/nairobi).
    - Highlights farmer-led solutions in Mali, Zimbabwe, and Nigeria, bridging local knowledge with climate-smart agriculture.
- FAO & ICRISAT Joint Publication (2020) “Indigenous Practices and Agro-Ecological Innovations in Sub-Saharan Africa”
- World Bank Indigenous Knowledge Program
    - Showcases practical examples of local innovations in Africa—e.g., water conservation in Burkina Faso, micro-irrigation in Tanzania. Their site occasionally publishes project briefs with direct community narratives.
- Case Studies: Look for local or regional success stories demonstrating collaboration with indigenous communities or knowledge holders.

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TABLE OF CONTENTS

ESG RESEARCH

Developing VET Entrepreneurial Green Mindset and Skills for Small-Business Development

DEVELOPING VET ENTREPRENEURIAL GREEN MINDSET AND SKILLS FOR SMALL-BUSINESS DEVELOPMENT

Duration: 90 minutes, extendable up to 120 minutes

Learning Objectives:

- 🪶 Recognize Indigenous/Local Knowledge Systems (IKS)
- 🌍 Apply a Holistic Approach
- 📚 Research & Ethics
- 🔄 Transform Teaching Approaches
- 🛠️ Plan a Practical Activity

METHODOLOGY, RESOURCES & DEVICES

Methodology:

🎙️ Interactive Lecture: Introduction to ESD, IKS, and their intersection

🧩 Case Study: Analyze scenarios of successful ESD + IKS integration

🛠️ Mini-Workshop: Teams design their own ESD+IKS activity or lesson idea

🗣️ Plenary Discussion: Share key concepts, receive peer & facilitator feedback

Resources:

🗒️Presentation Slides / Flipcharts, Bullet points on UNESCO's ESD competencies, Case Study Handouts, UNESCO References

Devices:

📽️ Projector or Screen, Flipcharts & Markers, Sticky Notes

DESCRIPTION OF THE ACTIVITY

1️⃣ Segment 1 – Opening & Introductory Presentation (10–15 min)

Key Concepts:

🔄 UNESCO’s ESD approach: Emphasizing synergy of environment, society, economy, and culture

🧠 Indigenous Knowledge Systems (IKS)

Key ESD Competences:

🌐 Holistic Thinking – connecting local knowledge with broader systems

🌅 Envisioning Change – blending tradition & innovation

🔁 Achieving Transformation – turning ideas into sustainable actions

⚠️ Ethics Reminder: Importance of ethical engagement

DESCRIPTION OF THE ACTIVITY

2️⃣ Segment 2 – Case Study & Group Discussion (30 min)

📄 Case Study Presentation

👥 Small Groups (4–6 people). Task:

- Identify key elements of local knowledge and explore how a VET teacher or SME could apply them

🧠 Guiding Questions:

- Which traditions address sustainability challenges?
- How to include knowledge holders respectfully?
- What research methods help (interviews, field notes)?

🗣️ Sharing (2 min per group): Summarize vital IKS & possible new ESD links

DESCRIPTION OF THE ACTIVITY

3️⃣ Segment 3 – Mini-Workshop (30–40 min)

🎯 Main Task: Design a 15–30 min module or mini-project merging IKS & sustainability

- Define: Learning Goals, Methods and Evaluation

📃 Draft on worksheets or flipcharts:

- Include ESD Competences: holistic view, change, transformation
- Think about ethical data gathering + cross-cultural communication

🗨️ Feedback Loop (10 min): Selected groups present

👂 Peer + Facilitator insights shared

DESCRIPTION OF THE ACTIVITY

4️⃣ Segment 4 – Wrap-Up & Reflection (10 min)

Debrief Question:

👉 “What’s one insight about using local knowledge for ESD?”

Next Steps:

🔎 Identify local experts or knowledge keepers

🛠️ Launch pilot ESD+IKS activity in class or community

Closing Message:

Merging ESD & IKS = 🔗 Relevance + 🏘️ Community Ownership + 🌿 Lasting Impact

ASSESSMENT

Formative Assessment – In Action (During Group Work)

👀 Observe Participants' Skills

Reflective Debrief – Final Segment

🧠 Ask each participant to reflect on: “What is one key insight or shift in thinking you had about integrating IKS into ESD?”

Optional Follow-Up – Mini-Project Extension

🛠️ Pilot ESD+IKS Activity in real teaching/training setting

📸 Collect feedback, share outcomes in: Next in-person session and online platform or peer group

EXAMPLE RESOURCES

🌱 What is ESD? (Education for Sustainable Development)

- UNESCO’s approach to teaching sustainability integrates environment, society, economy, and culture
- Empowers learners to envision change & act locally

🧭 What is IKS? (Indigenous/Local Knowledge Systems)

- Community-rooted knowledge passed down over generations
- Place-based wisdom with high sustainability value

🤝 Where ESD + IKS Meet

- Culturally relevant, holistic learning
- Elders as co-teachers = community empowerment

CASE STUDY

The Green Belt Movement's Community-Based Reforestation (Kenya)

🌍 Context: GBM mobilizes local communities - especially women - to improve livelihoods in Kenya's Central & Rift Valley regions affected by deforestation, soil erosion, and water depletion

🌱 IKS Integration: Leverages traditional ecological knowledge on local tree species for soil regeneration & watershed protection

ESD Elements:

🔄 Holistic Approach

🌍 Envisioning Change: Collective planning for greener, self-sustaining villages

🌱 Achieving Transformation: 51+ million trees planted

CASE STUDY

Songhaï Centre for Agro-Ecological Entrepreneurship

🌍 Context: Songhaï Centre, Porto-Novo, Benin addresses food insecurity, youth unemployment, and environmental degradation in West Africa

🌱 IKS Integration: Revives traditional composting & polyculture methods, enhanced with modern innovations

ESD Elements:

🔄 Holistic Approach

🌿 Envisioning Change: Learners see closed-loop farming

🌍 Achieving Transformation: Over 7,000 farmers & SMEs trained

🏆 Recognition: FAO and international bodies recognize the Centre for integrating local ecological knowledge into modern agro-entrepreneurship

CASE STUDY

Vanuatu’s Traditional Cyclone Preparedness

🌍 Context: Vanuatu (Pacific Islands), frequent cyclones, traditional forecasting & low-rise homes made from local materials

🔄 ESD + IKS Integration: Modern meteorological science + local knowledge. Learners interviewed elders on storm shelters & sea-level signs, then proposed safer village layouts in group projects

🤝 Collaboration: Local government + UNESCO’s Office for the Pacific States documented practices & integrated them into school curricula

📊 Outcome: Double literacy gained—scientific data interpretation 🧑‍🔬 + ancestral knowledge 📜, resulting in improved community resilience & crisis-response protocols

CASE STUDY

Seed Guardians in Peru's Sacred Valley

🌍 Context: Quechua communities near Cusco practice ancient seed-saving and terraced farming to preserve biodiversity in high-altitude conditions

🌱 ESD + IKS Integration:

- Learners observed elders' seed-bartering traditions (trueque) and used community-run seed banks
- Lessons combined agronomy with Quechua concepts of reciprocity
- Field experiments engaged learners in crossing local crop varieties to enhance pest resistance and reduce chemical use

📚 Outcome: Youth recognized the value of local seed diversity, leading to expanded seed-saving networks, improved household nutrition and local identity

THEORETICAL CASE STUDY

Hypothetical Case (Nigeria & Kenya): IKS for Climate Resilience

🌿 **Nigeria (Mangrove Restoration):**

Elders & women's groups share canoe routes & seed knowledge.

Learners blend traditional practices with science to restore mangroves, reduce erosion, and boost fish stocks.

➕ Campaigns & eco-tourism emerge.

🐪 **Kenya (Drought Resilience):**

Pastoralist knowledge + GIS mapping of grazing routes & water sources.

Learners create drought plans aligning climate data with traditional lore.

➕ Enhances adaptation & preserves heritage.

SKILLS DEVELOPED

🌍 Holistic Thinking: Participants practice seeing the interplay of cultural, environmental, and social aspects in local knowledge

🧭 Contextual Awareness: They learn to identify relevant IKS that address immediate community challenges

📊 Research & Data Collection Skills: Gaining exposure to methods (interviews, focus groups) for capturing intangible knowledge responsibly

🤝 Collaborative Planning: Designing modules or short projects that unite teachers, local experts, and learners

🔍 Reflective Practice: Assessing how well IKS is integrated into ESD outcomes (transformed attitudes/behaviors)

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Submodule 4.4

Environmental Programs: Implementing programs for waste reduction, energy conservation, and hazardous substance management

→ **Skills:**

1. Environmental management
2. program implementation
3. sustainable practices

Environmental Programs: Implementing programs for waste reduction, energy conservation, and hazardous substance management
Activity 1: "Make it greener! Real-World Solutions for Greener Business Practices"
Duration: 1,5 hours
Specific Learning Objectives 1. Design a practical environmental program based on waste reduction, energy efficiency, and safe handling of hazardous substances. 2. Apply core sustainability concepts such as the waste hierarchy, life cycle thinking, and green energy strategies. 3. Analyze and improve the sustainability performance of small businesses using ESG principles. 4. Practice ethical decision-making and understand the real-world trade-offs in implementing environmental measures.
Methodology, Resources and Devices **Methodology**: 1. Scenario-based challenge 2. Group discussions and problem-solving 3. Reflective discussion and critical thinking **Resources**: ● Printed "Small Business Challenge Cards" ● Solution Cards **Devices**: ● Projector

Description of the activity and Key Concepts

Intro Discussion (10 minutes)

Kick-off Question:

> "If you owned a small shop, what would be your biggest challenge in going green and what aspects should be considered when a company wants to act sustainably?"

Follow-up: The facilitator gathers responses and introduces the concept of sustainability and environmental programs.

ESG (Environmental, Social, Governance) Principles

ESG is a decision-making framework that evaluates how an organization's environmental, social, and governance practices align with ethical and sustainable standards. It goes beyond short-term financial gains to encompass a business's long-term impact on stakeholders and the planet. By focusing on the "E," "S," and "G" components, companies can reduce risks, meet regulatory requirements, and strengthen their public image. Above all, ESG helps small and large businesses alike become more resilient and better equipped to address emerging global challenges.

• Environmental: Examines how a business manages natural resources, energy usage, waste reduction, and carbon footprint
• Social: Considers employee well-being, community engagement, diversity and inclusion, and customer trust
• Governance: Looks at a company's leadership, ethics, transparency, regulatory compliance, and accountability

Economic benefits: Integrating ESG principles can also provide economic benefits as investors, rating agencies, and regulatory bodies increasingly favor companies with responsible practices. For example, for publicly traded businesses, demonstrating strong ESG performance is rapidly becoming essential to attract and maintain investor confidence. As newer generations of consumers' behavior shifts toward valuing sustainability, environmentally and socially conscious-governed companies that provenly address social and environmental risks are more likely to earn higher trust, secure better financing options, and enjoy a competitive edge in an evolving marketplace.

Triple Bottom Line (TBL)

The Triple Bottom Line is a concept that urges businesses to measure success not only in terms of profit but also by the positive (or negative) impact they have on people and the planet. Under TBL, organizations commit to balancing three

interconnected elements—economic viability, social responsibility, and environmental stewardship. This holistic perspective ensures that business decisions go beyond providing profits but also enrich communities and preserve the environment.

• Profit (Economic): Ensures the company remains financially healthy and competitive
• People (Social): Addresses employee welfare, human rights, and community development
• Planet (Environmental): Focuses on reducing ecological footprints through sustainable resource use and pollution prevention

Economic benefits: Implementing TBL strategies can yield long-term economic gains by integrating resource efficiency, employee engagement, and community trust into core operations. This in return often reduce costs (e.g., energy savings) while meeting the growing expectations of regulators, shareholders, and customers who demand transparency and ethical conduct. Especially for publicly traded companies, aligning with TBL principles can boost market reputation, mitigate risk, and help fulfill heightened disclosure requirements—ultimately improving both shareholder value and social credibility.

Divide participants into teams (3–5 people). Give each team a Small Business Challenge Card, describing a fictional small business facing environmental issues. Their task is to identify problems, propose practical eco-solutions, and present a mini environmental action plan.

Examples:

“Laundry Shop Business”

1. High water and electricity usage due to outdated machines
2. Staff not trained in eco-friendly practices
3. Detergents are not biodegradable
4. No water reuse or energy-saving practices

“Reasturant and bakery”

1. Significant food waste from unsold items
2. No composting, recycling, or waste separation
3. Relies on single-use plastic containers for delivery
4. No energy-efficient appliances (e.g., ovens always running)

“Print Studio”

1. Uses solvent-based inks and chemical cleaners
2. Equipment left on 24/7 (lights, printers, computers)
3. No recycling program for paper and packaging waste
4. Poor indoor air quality due to chemicals

Hair Salon

1. Uses hair dyes and chemical treatments without proper ventilation
2. Water waste from continuous washing
3. No recycling of packaging, plastic gloves, or product bottles
4. Energy-intensive appliances used throughout the day

Optional or to be integrated to the challenge cards, checklist referencing the theoretical frameworks.

1. Waste Hierarchy: Where can they reduce, reuse, or recycle?
2. Life Cycle Thinking: Identify the product lifecycle stages relevant to their business.
3. ESG / TBL: Which solutions will affect social (staff, community) and economic (profit) aspects, as well as the environment?
4. Hazard Risk Assessment: Are there chemicals or processes that pose direct harm to employees or the environment?
5. Stakeholder Mapping: Who are the critical stakeholders, and what objections or resources do they bring?

Task overview

Each team has 40 minutes to:

1. Analyze their assigned Small Business Challenge Card and identify key environmental issues
2. Use the theoretical tools displayed in the room (e.g., Waste Hierarchy, Life Cycle Thinking, Hazard Risk Assessment, Stakeholder Mapping) to come up with 3–5 practical strategies that the business could adopt. The plan should be: affordable and actionable, aligned with sustainability principles and adaptable to the real-world limitations of small businesses

ESG concepts displayed in the room
Waste Hierarchy: The hierarchy typically follows “Reduce, Reuse, Recycle, Recovery, Disposal.” Emphasize the priority of upstream solutions (reduction) over downstream solutions (disposal).

Application: switching from disposable plastic to reusable containers (Reuse) or optimizing raw material usage (Reduce).

Life Cycle Thinking: Every product or process has a life cycle—from resource extraction and manufacturing, to distribution, use, and end-of-life disposal. Impacts can be “hidden” upstream (raw materials) or downstream (waste).

Application: e.g., a question: “Where does energy use or waste appear at different points of a products or service’s life cycle in a laundry shop or print studio?”

Hazard Risk Assessment: Identifying health and environmental hazards, evaluating their risk (probability × impact), and prioritizing mitigation strategies.

Application: Print studios must consider chemical solvents, hair salons must assess chemical dyes. Integrate a short risk matrix approach to weigh severity vs. likelihood.

Stakeholder Mapping: Different groups (employees, customers, regulators, community) have varying interests and influences on an organization's actions.

Application: If the business invests in green practices (e.g., energy-efficient machines), staff training and customer communication are crucial for acceptance and success.

Circular Economy Concepts: Transition from a "take-make-dispose" model to a restorative, regenerative cycle where "waste = resource."

Application: For restaurants or bakeries, unsold food can become compost to enrich soil, feeding back into the supply chain.

3. Team discussion:

   How did you decide on your actions?
   1. What positive impact could your plan have?
   2. What challenges or risks could arise—and how might you adapt?

Team Presentations (20 minutes)

Each group presents their Green Action Plan in 5 minutes, covering:

1. The main environmental issues identified
2. The proposed solutions (3–5), highlighting one low-cost/high-impact idea
3. How the plan would be communicated to staff or customers
4. One team member from another group offers constructive feedback

Wrap-Up Discussion (10 minutes)

Facilitator leads the group in reflection:

"What made it challenging to design a green plan for a small business?"
"Which idea shared today seemed most doable in real life?"

End with a reminder: Small businesses may be small in scale but can be powerful local changemakers when they implement green planning.

Assessment

- **Participation Check:** Observe engagement, creativity, teamwork and understanding of green management principles
- **Reflection Statement:** Ask each participant to write a brief reflection on one measure that they think is harder to implement

Skills/Abilities developed

1. Ethical decision-making
2. Problem Solving
2. Green Thinking
4. Environmental Program Design & Management

Further readings, activities, materials, best practices

Slides provided

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Environment and Social Governance (ESG) and Sustainability Practices

Sub-module 4.4: “Make It Greener! Real-World Solutions for Greener Business Practices”

TABLE OF CONTENTS

ESG AND SUSTAINABILITY PRACTICES

Make It Greener!
Real-World Solutions for Greener Business Practices

“BE IN SOMEONE ELSE’S SHOES”

Duration: 90 minutes, with flexibility for learners’ needs of extension or accomplishing the tasks

Learning Objectives:

💡 Design a practical environmental program focusing amongst others on: waste reduction, energy efficiency and safe handling of hazardous substances.

🔄 Apply core sustainability concepts

✅ Analyze & improve small-business sustainability performance using ESG principles

⚖️ Practice ethical decision-making & recognize real-world trade-offs when implementing environmental measures

METHODOLOGY, RESOURCES AND DEVICES

🎯 Methodology

- Scenario-based challenge
- Group discussions & problem-solving
- Reflective discussion & critical thinking

📂Resources

- “Small Business Challenge Cards”
- Optional “Solution Cards”
- Flipchart or projector for brainstorming

🖥️ Devices

- Projector or screen for visuals
- Markers, sticky notes, or a whiteboard for team collaboration

DESCRIPTION OF THE ACTIVITY

1. Intro Discussion (10 min)

- Prompt: “What is the biggest challenge in going green for a small business?” ❓
- Facilitator collects responses, then introduces ESG & sustainability concepts 🌍

2. Team Challenge (40 min)

- Form teams (3–5 people each) 👥
- Distribute “Small Business Challenge Cards” (e.g., laundry shop, restaurant, print studio)
- Task: Identify key environmental issues, propose 3–5 eco-solutions 🍃

DESCRIPTION OF THE ACTIVITY

3. Presentations (20 min)

- Each group shares its action plan 📢
- Another group offers constructive feedback 💬

4. Wrap-Up (10 min)

- Reflection on challenges, best ideas, and real-world feasibility 🏆

KEY CONCEPTS & ESG FRAMEWORK 🔑

ESG (Environmental, Social, Governance)

Aligns business with sustainability, ethics & stakeholder well-being

- ✨Environmental: Waste, energy, carbon footprint
- 🌱Social: Employee well-being, community engagement
- 🤝Governance: Leadership ethics, transparency

Triple Bottom Line (TBL)

- Profit: Economic viability
- 💰People: Social responsibility
- 👨‍👩‍👧‍👦Planet: Environmental stewardship 🌎

KEY CONCEPTS & ESG FRAMEWORK 🔑

Waste Hierarchy & Life Cycle

- 🚮 “Reduce, Reuse, Recycle” before disposal
- 🔍 Pinpoint hidden impacts from production to end-of-life

Hazard Risk Assessment

- 🏭Identify & prioritize risks from chemicals or processes
- ✔️ Mitigate based on impact & likelihood

ACTIVITY FLOW – STEP-BY-STEP

ACTIVITY FLOW – STEP-BY-STEP ▶️

1. Forming Teams

- Groups of 3–5 learners 👩 🧑 👨
- Distribute one “Small Business Challenge Card” per team

2. Brainstorming

- Identify key environmental issues (waste, energy, chemicals) 🗑️☣️
- Discuss possible solutions or improvements

3. Applying Concepts

- Use **ESG** & **TBL** frameworks to guide solutions
- Incorporate **Waste Hierarchy & Hazard Risk Assessment** 🔎

4. Drafting an Action Plan

- Each team creates a mini proposal with 3–5 green initiatives ✍️

5. Presenting & Feedback

- 5-minute team presentation 📢
- Peers provide constructive input 🗣️

EXAMPLE:
“LAUNDRY SHOP CHALLENGE CARD”

- **Current Situation**
  - High water & electricity usage (outdated machines)
  - Staff not trained in eco-friendly practices
  - Non-biodegradable detergents
  - No water-reuse system
- **Focal Points**
  - 💧 Excessive water bills
  - 🔌 Steep energy costs
  - 🌍 Environmental footprint
- **Prompt**

“How can this small laundry shop **reduce waste, conserve energy,** and handle chemicals more safely?”

Tip: Encourage teams to integrate the **Waste Hierarchy** (Reduce, Reuse, Recycle) & **Life Cycle Thinking**.

SAMPLE ECO-SOLUTIONS & FRAMEWORKS ♻️

1) Waste Reduction

- Install low-water washing machines 💧
- Switch to bulk or refillable detergent containers 🍶

2) Energy Conservation

- Timers or sensors for machines & lighting ⚡
- Consider solar water-heating panels ☀️

3) Hazardous Substance Management

- Use biodegradable or non-toxic detergents ♻️
- Safe storage & disposal protocols (gloves, labeling) ☣️

4) ESG / TBL Integration

- **Profit:** Lower utility costs, brand boost 💰
- **People:** Healthier staff & customers 👥
- **Planet:** Fewer pollutants & resource savings 🌎

TEAM PRESENTATIONS & FEEDBACK 🎤💭

Present Your Plan (5 minutes)

- Outline top 3–5 green solutions
- Link each solution to **ESG principles** & **TBL** benefits

Peer Feedback (2–3 minutes)

- Ask clarifying questions ❓
- Suggest improvements or alternative ideas 🌱

Facilitator Role

- Highlight strong points and potential weaknesses
- Encourage reflection on **trade-offs** (cost vs. sustainability) ⚖️

Constructive Atmosphere

- Applaud creative, realistic solutions ✅
- Support respectful debates & knowledge-sharing 🤝

WRAP-UP & ASSESSMENT 🏁✅

Group Reflection

- “Which solution seems the most doable in real life?”
- “What were the toughest challenges in designing a green plan?”

Key Takeaways

- Small businesses can be **powerful local changemakers** when implementing green strategies 🌍
- ESG fosters **long-term resilience** & brand trust 🤝

Assessment Methods

- **Participation Check:** Observe collaboration & creative thinking
- **Reflection Statement:** Each participant writes 1–2 sentences about which measure would be hardest to implement—and why ✍️

Next Steps

- Explore advanced practices (e.g., **green financing**, **circular economy**) in subsequent sessions 🔄

THEORETICAL TOOLS & FRAMEWORKS 🔧🧩

Waste Hierarchy ♻️

- Reduce → Reuse → Recycle → Recover → Dispose
- Encourages tackling waste **upstream** first (prevention over cleanup)

Life Cycle Thinking (LCT) 🔄

- Assess environmental impacts **from resource extraction to end-of-life**
- Identifies hidden points of waste or pollution

Hazard Risk Assessment ⚠️

- Evaluate potential harms to staff, customers & environment (chemicals, processes)
- Rate risks by **likelihood** & **impact**, then prioritize mitigation

Stakeholder Mapping 🤝

- Employees, customers, regulators, investors—each has unique perspectives
- Helps tailor communication & design more inclusive solutions

Circular Economy Concepts ♻️

- Move from “take-make-dispose” to **restorative cycles**
- E.g., composting restaurant waste to fertilize local farms

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