



The Colombia Sustainability Leadership Programme

An opportunity for collaboration between the University of Cambridge Institute for Sustainability Leadership and Universidad de los Andes, Colombia
September 2015

Overview

The Colombia Sustainability Leadership Programme

- The Colombia Sustainability Leadership Programme (CSLP) is an ambitious, high-level programme for senior leaders and influencers in Colombia to build a shared understanding of the context and opportunities for green, inclusive growth in the region.
- Through **an annual educational process starting in Spring 2016**, the CSLP will engage policy makers and business leaders to facilitate more consistent, collaborative and integrated decision-making in Colombia across ministries and companies with influence on the sustainable development of the country. The CSLP will also seek to identify and encourage opportunities for cross-sector action that can be developed and rolled-out after each seminar to tackle key issues of rural development and the sustainable use of natural resources.
- The Programme is convened by the **University of Cambridge Institute for Sustainability Leadership (CISL)** and with the support of the Colombian and UK Governments and key business networks in Colombia and internationally. The CSLP also benefits from the encouragement and leadership of CISL's Patron, HRH The Prince of Wales.
- **To ensure the quality and success of the initiative, CISL is seeking to collaborate with a leading Colombian institution for the design and delivery of the Programme, and has initiated conversations with Universidad de los Andes.**

An introduction to the University of Cambridge Institute for Sustainability Leadership

A unique Cambridge institution with an international focus

25 years' experience in building strategic leadership capacity and co-creating innovative solutions to tackle critical global challenges

60 staff in Cambridge, Brussels, Cape Town

Partnerships in Australia, Brazil, China

Patron: HRH The Prince of Wales



Our strategic priorities

Leadership capacity for systemic change

We develop new approaches to leadership across business, finance and policy that develop the capabilities, knowledge and mindsets that are required to lead change.

A just transition to a low carbon economy

We engage leaders across sectors to develop pathways to transition, unlocking structural transformations in the economy to reduce and eliminate carbon emissions, whilst addressing the social implications of transition.

Business model innovation

We build the evidence, co-create solutions and develop tools to enable incumbent businesses to achieve a step change in reconciling profitability and sustainability.

A sustainable financial system

We work with financial institutions, regulators and corporate finance professionals to clarify future risk and value, set new business norms and facilitate dialogue with real economy partners.

Our role

- **Convening leaders and groups of companies** with a commitment to change and a desire to achieve things collaboratively that they can't achieve on their own
- **Building leadership capacity** through executive and graduate education
- Undertaking **applied and fundamental research** to build the knowledge base
- **Working with individual companies** at a strategic level to support transition
- **Enabling our active network** of organisations and individuals to champion change

The Colombia Sustainability Leadership Programme

Background to the Colombia Sustainability Leadership Programme (CSLP)

- **Coupled with economic growth over the past decade of almost 5% p.a., the Colombian peace process is placing the country in a new post-conflict scenario.** Yet Colombia faces multiple challenges in consolidating its security, alleviating poverty and inequality, and transitioning to a low-carbon, climate-resilient development pathway.
- Colombia is home to ecosystems of exceptional diversity whose condition is of national and global importance due to the ecosystem services that they provide. A large proportion of Colombia's land area has been licenced for mineral and energy exploration, often in ecologically rich and sensitive areas. In addition, the priority areas for the implementation of a post-conflict agreement, such as infrastructure and rural development, coincide with ecologically sensitive areas.
- Managing the need for development within the peace process without further eroding Colombia's natural capital is critical – a topic recognised in discussions between CISL's Patron, HRH The Prince of Wales, and President Santos and his Ministers on an official visit in late 2014
- **Following this visit, CISL has been developing an action-focused education programme for influential individuals within the Colombian government and private sector. This Colombia Sustainability Leadership Programme will build on CISL's 20 years' experience of delivering the Business & Sustainability Programme to an international audience of business leaders and policy makers**

Objectives of the CSLP

- **The Colombia Sustainability Leadership Programme (CSLP) will be an intensive educational initiative, with the first seminar to be held in the Bogotá region in Spring 2016 for approximately 30 senior individuals from government and business.**
- The Programme will be focused on building a network of leaders and inspiring transformative action through:
 - **Encouraging a constructive and informed debate around a shared vision of sustainable development**
 - Build leadership capacity through a process of learning and constructive dialogue;
 - Focus on the design and delivery of integrated sustainability strategies across ministries and the private sector especially in relation to agriculture and sustainable development.
 - **Identifying and supporting opportunities for new collaborative business and policy activity**
 - Review a selection of case examples of leadership practice;
 - Work with participants to support the formation of new action-focused business and policy collaborations, as well as individual corporate leadership initiatives.

CSLP seminar - illustrative

1. A changing context

Earth system science: a safe space for humanity?

Human needs & aspirations

The role of business

Ethics & leadership

2. A new paradigm

Green growth: an international perspective

Better measures of progress

Natural capital & land use

Future fit cities

Transforming energy systems

3. Our response

New approaches to doing business

Case study analysis

Collaboration & systems influence

Leading the change (I)

4. Making it happen

Leading the change (II)

Forming collaborations

Next steps

Final reflections

The programme model

Our Education Programmes

Open Programmes

The Prince of Wales's Business & Sustainability Programme

Cambridge, Cape Town,
Melbourne

Business & Sustainability Programme Online

Sustainability Practitioners Programme

Healthcare Practitioners Programme

Customised Programmes and Strategic Engagement

Current and recent clients for education:

Anglo American	Beijing Government
Bank of Communications	Interface
Guangdong Government	Kingfisher
JaguarLandRover	Sabic
Saint-Gobain	Tata
Standard Chartered Bank	

Current and recent strategic engagements:

Natixis	Old Mutual Group
Nedbank	Unilever

Graduate Study

Masters in Sustainability Leadership

Postgraduate Certificate in Sustainable Business

Postgraduate Certificate in Sustainable Value Chains

Diploma Programme for alumni

Exploring:

New Postgraduate Certificate in Sustainable Finance

The CSLP design is informed by The Prince of Wales's Business & Sustainability Programme

- Leading international executive development programme for business leaders, established in 1994
- 150 senior executives each year
- Benefits:
 - Understand the strategic importance of sustainability challenges and trends
 - Reassess current business models and identify new priorities and opportunities
 - Gain insight, inspiration, new ideas to reconcile sustainability and profitability
- Seminars in Cambridge, Cape Town, Melbourne, Sao Paulo



Leadership with trust



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Key features of our programmes

Our Strengths

- Over 25 years' experience in designing sustainability programmes for senior leaders
- Access to leading sustainability experts from an international network
- Understanding of key sustainability-related challenges and opportunities facing society
- Insight into commercially relevant responses to the changing context

Our Focus

- Risks and strategic opportunities that sustainability challenges present to business
- Key drivers for business engagement, as well as barriers to progress
- Levers for change including leadership, engagement, mechanisms and incentive structures, value and ethics, markets and policy
- Solutions and frameworks for response including opportunities for innovation and growth

Our Approach

- Expert contributions from leading-edge practitioners, academics and business leaders
- Facilitated learning from Faculty who work with delegates throughout the Programme
- Case study examples from leading organisations
- Discussions focused on key strategic priorities on sustainability, future actions and personal leadership
- Briefing materials and key information in advance of the programme
- Reflection time, networking and group work to agree on how to create business relevant responses.

Our delivery model

CISL: programme planning, leadership and management	Faculty: programme delivery and supporting delegates' learning journey	Guest speakers: providing input in area(s) of expertise
Design and develop programme	Contribute to programme design	Present plenary or parallel sessions in area(s) of expertise
Select and brief faculty and guest contributors	Attend full duration of seminar, supporting sessions as required	
Chair faculty meetings	Facilitate a 'syndicate' breakout group each day	
Lead seminar delivery	Chair a number of plenary sessions	
Manage all administration and logistics	Deliver a small number of presentations in area(s) of expertise	
	Actively network with delegates during breaks and in the evenings	

Faculty are present throughout the seminar, providing continuity and expert guidance, working with the delegates and serving as a critical resource in their individual areas of expertise. They make a real contribution to the Programme delivery and also in helping to shape the Programme design.

How our programmes achieve change

Disturb thinking and world views

- To generate discomfort for delegates' with the status quo
- To become open to unfamiliar data, fresh analysis and innovative ideas
- This usually occurs during the first part of the Programme

Not rushing to find a solution

- Rather, we explore implications of system failures, long enough for delegates to realise that the causes and solutions are complex
- There are no quick fixes

Encourage exploration

- Delegates can explore whether the systems which our economy, and society (and their careers) are built, may be part of the problem and in need of reform

Innovation and Inspiration

- Combination of disturbances and analysis with inspiring insights into what is possible
- Introduction of real-life case studies and stories from business people who have responded to some of these challenges in innovative ways

Achieving change (continued)

Acting differently

- Focus attention on what participants will do differently when they turn back to the office.
- This is critical if the benefit of having opened themselves to some very challenging ideas is not lost when they get back to work.

Varied Approach

- Participants learn about issues that are complex as well as emotionally and intellectually challenging.
- Our delivery model is varied through a combination of learning formats e.g. through traditional presentations, via readings, group work, site visits, case studies, via thinking within small groups or informal networking among peers.
- We constantly vary the seminar process between main presentations, table discussions, workshops and syndicate groups.
- We know how valuable informal discussions and networking can be over refreshment breaks and after dinner at the bar

Dialogue not dogma

- A fundamental aspect of our programmes is that we do not proselytize. We do not attempt to brow-beat participants but rather to inform their decision making.
- We do not know all the answers – so enquiry and dialogue are more effective learning approaches than preaching and dogma.

Twenty years of the Business & Sustainability Programme



A model for collaboration with Universidad de los Andes

A collaborative initiative

- The CSLP is convened by the University of Cambridge Institute for Sustainability Leadership (CISL), a Cambridge institution which brings together business, government and academia to find solutions to critical sustainability challenges.
- The Programme has received seed-funding from the UK Government's Foreign & Commonwealth Office and has the further support of CISL's Patron HRH The Prince of Wales.
- CISL is developing a series of relationships with the Colombian Government and key business and academic networks in Colombia and internationally to provide expert advisory and logistical support for this initiative
- To ensure the quality and success of the initiative, CISL is seeking to collaborate with a leading Colombian institution for the **design and delivery** of the Programme, and has initiated conversations with Universidad de los Andes

A model for collaboration

- **CISL and Los Andes form a partnership to design and deliver the CSLP, including:**
 - Strategic advice on both programme design and delegate selection through an Academic Advisory Group
 - Support for programme delivery in Colombia through the Executive Education team within the School of Management

Design support - Academic Advisory Group

- Light-touch strategic advice on programme design, including:
 - Case study selection and development
 - Selection of Colombian contributors and programme Faculty (including introductions where appropriate)
 - Appropriate session delivery given particularities of Colombian business culture
 - Delegate invitation process

Delivery support - Uniandes Executive Education

Executive Education, School of Management

Details TBC but ideally would include:

- Venue management:
 - Identifying venue and managing the booking, catering, security with venue provider
- Delegate logistics:
 - Liaising in advance of Programme with delegates, responding to queries

CISL role and responsibilities

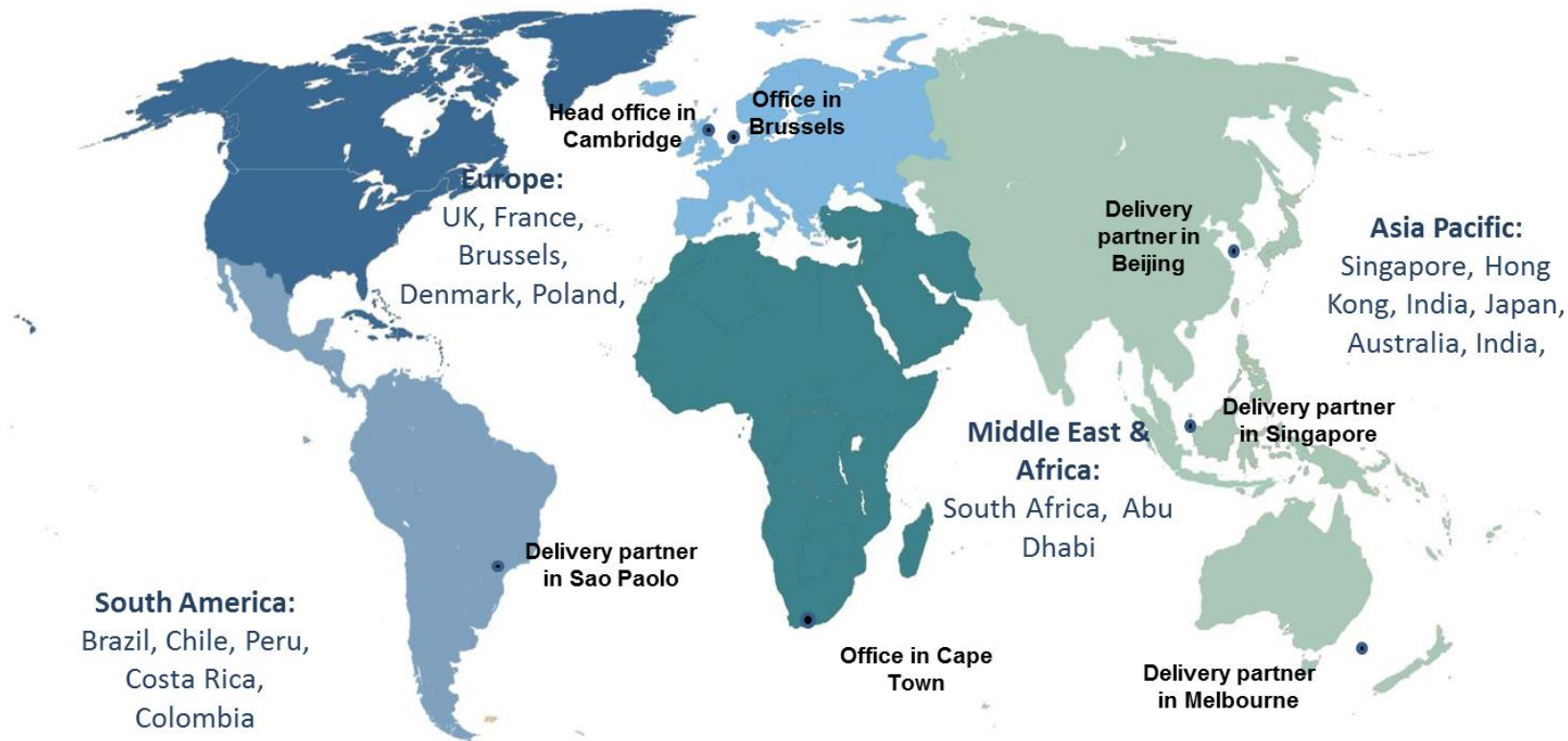
- Overall responsibility for quality and success of the initiative
- Fundraising and sponsorship
- Managing partnerships and collaborative networks
- Programme design, teaching approach, including Faculty and contributor briefing and guidance
- Managing Faculty and contributor selection process
- Securing delegates with support from key stakeholders

Annex 1 – Our work

“CISL is sustained by the continuing and indeed increasing relevance of the work it does. In a field which grows thicker every day with science and policy, and where the body of stakeholders grows continually, CISL has proved itself to be a trusted expert voice – a voice which interprets NGOs to big business, and business to academia, when they seem to speak different languages.”

Professor Sir Leszek Borysiewicz, Vice-Chancellor, University of Cambridge

CISL delivers internationally



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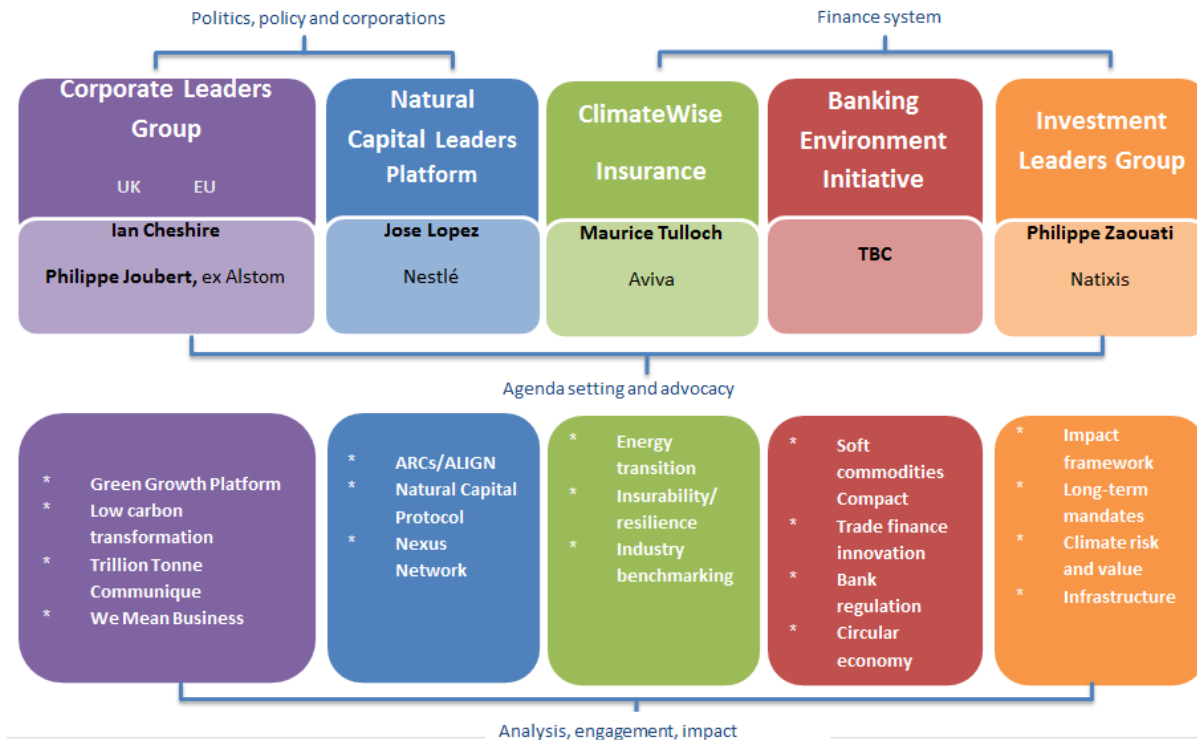


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Business Platforms



Corporate Leaders Group

New and longer-term policies for low carbon economic transformation



- Power decarbonisation
- Energy efficiency revolution
- Low-carbon transport choices
- 'Closed loop' business models

Natural Capital Leaders Platform

Practical action and policy influence to address natural capital loss



- Nexus Network
- Action research on dairy, cotton, forest interventions
- Commercial case for natural capital investment

Banking Environment Initiative

Collectively directing capital towards sustainable economic development



- **Deforestation:** Helping clients to achieve zero net deforestation by 2020 by transforming soft commodity supply chains
- **Circular Economy:** Financing new business models that transform industrial resource efficiency and energy consumption
- **Green Bonds:** Supporting the stable growth of the market
- **Mining & Extractives:** Best practice guidelines for bank risk management
- **Regulation:** Stability and sustainability in banking reform

ClimateWise

Understanding insurers' contribution to a low carbon, resilient economy



- **Resilience** and **insurability**
- **Energy:** Accelerating low carbon transition
- **Research:** EU Enhance project on disaster risk reduction
- **Policy:** Collective influence on the road to Paris
- **Regulation:** Bank of England roundtables on climate change risk
- **Reporting** and **Accountability:** The ClimateWise Principles

Investment Leaders Group

Driving the investment chain towards responsible, long-term value creation



Consensus building:

- The value of responsible investment
- Reporting investment impact

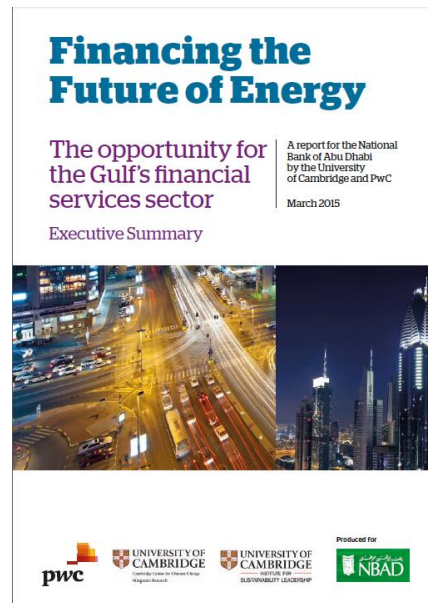
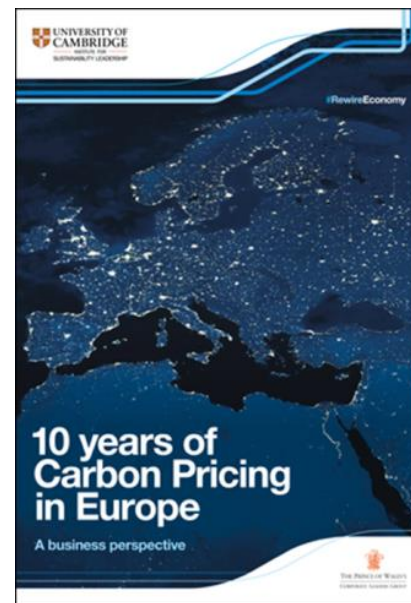
Governance and demand:

- Long-termism in mandates
- ESG and fiduciary duty in the USA

New sources of risk and value:

- Environmental risks and investment portfolio value
- Modelling carbon-related regulation in financial analysis
- Scaling up investment in green infrastructure

Recent publications



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