

Sustainable Development Goals Series

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The SDG Series has a remit as broad as the SDGs themselves, and contributions are welcome from scientists, academics, policymakers, and researchers working in fields related to any of the seventeen goals. If you are interested in contributing a monograph or curated volume to the series, please contact the Publishers: Zachary Romano [Springer; zachary.romano@springer.com] and Rachael Ballard [Palgrave Macmillan; rachael.ballard@palgrave.com].

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Developing Sustainability in Organizations

A Values-Based Approach

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To our current generation. That we may become conscious of the shared responsibilities for our common future. As an Oglala-Lakota Chief once told me: “we are the ancestors of future generations.”

FOREWORD

In a rapidly evolving world, the fate of our planet, the prosperity of our societies, and the well-being of our species are inextricably linked to the values and practices we collectively embrace. The book you hold in your hands is more than a mere collection of ideas and concepts; it is an urgent call for action, a compelling manifesto for change, and a clarion call to revolutionize the way we think, act, and lead in the pursuit of sustainability.

As you embark on this transformative journey, you will be confronted with the complexity, the urgency, and the moral imperative of sustainability. The dimensions of this challenge encompass not only the ecological balance of our planet but also the social and economic ramifications of our choices. This book presents an integrated and holistic perspective on sustainability, one that transcends the traditional silos of academia and industry, and transcends borders and disciplines.

This is not a book for the faint of heart or the complacent. It is a provocative and inspiring invitation to examine your own values, beliefs, and actions and to challenge the status quo. It is an invitation to redefine success and to reimagine leadership, management, and innovation in organizations. It is a call to acknowledge the urgency of the sustainability crisis and to respond with courage, creativity, and determination.

The pages that follow are a treasure trove of cutting-edge insights, grounded in empirical research and illuminated by vivid case studies. You will meet pioneers and visionaries from around the world who are pushing

the boundaries of what is possible and demonstrating the power of human ingenuity and collaboration. Through their stories and their wisdom, you will discover the transformative potential of sustainability as a guiding principle, a source of inspiration, and a catalyst for innovation.

As you delve into the depths of this book, you will be challenged to question your own assumptions and to reconsider the paradigms that have shaped your worldview. You will be equipped with the knowledge, the tools, and the motivation to become an agent of change in your own organization and in the world at large. The path to a sustainable future is not an easy one, but it is one that we must all walk together.

As you read the chapters and cases of this book, you will recognize the critical need for academia to integrate sustainability into the very fabric of their management, leadership, and innovation curricula. No longer can educational institutions afford to teach in silos; the next generation of leaders, managers, and innovators must be equipped with a deep understanding of sustainability principles and practices, and the ability to incorporate them into their decision-making processes. The world is rapidly changing, and academia must rise to the challenge, ensuring that future generations are prepared to tackle the sustainability crisis head-on.

In this spirit, I appeal to you, the reader, to embrace the profound potential of measurable impact for sustainability practices in organizations. By implementing evidence-based strategies and monitoring our progress, we can ensure that our actions not only serve our immediate goals but contribute to a net benefit for our common good and shared future. As you journey through this book, let the stories and insights inspire you to be a pioneer, to redefine your understanding of success, and to relentlessly pursue a sustainable legacy in your own organization.

The stakes are high, and the time for action is now. The future of our planet, the vitality of our ecosystems, and the very survival of our species depend on our collective willingness to embrace the values and principles of sustainability. This book is an essential guide for anyone who seeks to be a part of the solution and a catalyst for change. It is an invitation to join the vanguard of a new, sustainable era in human history—an era defined by compassion, wisdom, and a fierce commitment to the greater good.

The power of collective action cannot be understated. Each of us, individually and together, has the potential to change the trajectory of our world. By embracing sustainability, we can contribute to a brighter, more equitable, and more prosperous future for all. The choices we make today

will resonate through generations, and the time to act is now. Let us unite in our shared commitment to sustainability and forge a path towards a world that flourishes in harmony with nature, ensuring the well-being of all its inhabitants.

The journey begins here, with you, as you open this book and take your first steps towards a deeper understanding of the dimensions and values of sustainability, and the implications for leaders, managers, and innovators in organizations. Together, let us rise to the occasion and transform our organizations, our institutions, and our world for the better, leaving an enduring legacy for the generations to come. Let us face the challenge together and create a future that is truly sustainable, equitable, and just.

Welcome to the sustainability revolution.

Santiago, Chile

Alfredo Sfeir-Younis, Ph.D.
President, Zambuling Institute for
Human Transformation
Fmr. Director and First
Environmental Economist at
the World Bank

PREFACE

This book emerges from my work in sustainability with academic partners in Europe and the United States, Africa and Latin America, Southeast Asia, and the Middle East. It is written with YOU in mind. You who share a common passion and action to make the world a better place for all, including future generations. As an educator of leaders, managers, and entrepreneurs, this book is written from the perspective of a student of these disciplines. As a professional myself and a trainer for sustainable development competencies, I referenced initiatives and practices which help develop our professional capacity. As a fellow global citizen and student of the world, I have organized the parts and chapters of this book with the elements that are most needed in developing sustainability capacities worldwide and across sectors. I have attempted to bridge analytical perspectives with practical considerations. The selection of material is based on my 20+ years of experience teaching dedicated leaders and impactful entrepreneurs. I have included information about managers from diverse backgrounds and sectors to demonstrate these examples. I hope it inspires your interest and gives you the tools to navigate the complexities of developing and integrating sustainability into organizations.

I vividly remember in 2006 when I was sitting at a conference next to Ray C. Anderson, at that time the founder and chairman of Interface Inc. We began talking about sustainability values. He really impressed me as he shared my same passion and that of numerous NGO leaders who wanted

to make the world a better place. He was not using a humanistic or philanthropic language, but was making a business case for poverty alleviation and sustainable development. We were at a gathering of academics and leaders connected to the United Nations Global Compact (UNGC). We were developing an initiative to educate leaders and managers for sustainability and global responsibility. Those conversations set the foundation of what became the Principles of Responsible Management Education (PRME). It was then that I realized my own responsibility as a leadership professor and sustainability practitioner was needed to contribute to the development of sustainability mindsets and skills of leaders, managers, entrepreneurs, and global citizens. It also confirmed my call to promote sustainable development and develop academic-community partnerships with social enterprise organizations in Chiapas, Mexico, and other remote communities worldwide.

We need competency and effective capacity to protect the term sustainability from becoming a jingoistic buzzword. While the field of sustainability is rapidly expanding across disciplines and sectors, one of the main challenges is educating sustainability leaders, managers, and practitioners with comprehensive mindsets and competent skill sets. The risk of expanding and applying “sustainability” or the “Sustainable Development Goals” as buzzwords for every situation without grasping its dimensions, pillars, implications, and specific implications is to create more citations of “green-washing” or “SDG-washing.” That is why we share a responsibility to do good with higher purpose efforts and do it well through competent actions. Through this writing, I hope to connect with you who care about our common (shared) values, our common good (and well-being), and our common home (and common future). I hope you enjoy the book and together we can become more conscious of our interconnectedness and common future.

San Francisco, USA

Marco Tavanti

ACKNOWLEDGMENTS

I am grateful to many people and organizations who have contributed to this book. My MBA and EMBA business students have given me useful insights in the selection and analysis of case studies of sustainability leaders and organizations that should be studied in business schools. My MPA and public service students have given me their perspectives on policy design and systems thinking which has been critical in the perspectives of this book. My MNA and nonprofit management students have given me their perspectives for multi-sector partnership and multi-stakeholders participation, and community well-being that have been included in this book.

My colleagues at University of San Francisco's School of Management and at DePaul University's School of Public Service have been crucial in the development of these perspectives and for identifying the challenges and opportunities to develop and integrate sustainability into higher education. The leaders, organizations, and institutions that have collaborated with me during the past 20+ years of global immersions, study abroad programs, and academic partnerships have been essential for identifying the principles, dimensions, and approaches for sustainable community and international development. I am grateful to The United Nations Ambassadors Club video conferences coordinated by Amb. Ahmad Kamal and Prof. Pat Szczerba, with the New York UN headquarter visits, conferences, partnerships, and projects. There I met

with Dr. Alfredo Sfeir-Younis, George Kell of the UNGC, and Secretary-General Kofi Annan and Ban Ki Moon, Mary Robinson, Jeffrey Sachs, and many others. I am also grateful to partnerships with the UNDP, the World Bank, FAO, and IFAD that have provided some of the perspectives included in this book.

Specifically, I would like to acknowledge and express my deepest gratitude to Dr. Alfredo Sfeir-Younis for mentorship and coaching on sustainability leadership all these years. I also would like to thank Gen. (Ret.) Charles E. Tucker for his leadership, collaboration, and friendship in the World Engagement Institute (WEI). His insights on sustainable human security have been essential for instilling and integrating human rights-centered approaches to sustainable development. I am deeply grateful to my colleague and friends Dr. Larry Brewster and Noreen Barrington for their attentive and insightful editing. Finally, I also would like to express my gratitude to my life companion Liz Wilp who has accompanied the journey of the last 25 years and has inspired many perspectives on education, diversity, inclusion, and participation through her leadership in the Sustainable Capacity International Institute (SCII) and the consultations in the SDG-Services. I am also grateful to my daughter, my parents, and my family for their patience with me while dedicated to this book during my academic sabbatical.

ABOUT THIS BOOK

This book is designed to give an overview of the main aspects of sustainability in leadership values and mindsets, managerial practices in organizations across sectors, and through innovative solutions and impact measurements. The title of this book “*Developing Sustainability in Organizations*” emphasizes the connection between the educational aspects of sustainable development in organizations across sectors and industries. The subtitle “*A Values-based Approach*” indicates how values and principles are the foundation of every practice in sustainability leadership, management, innovation, and impact. It is written with a “*birds-eye view*” perspective that allows the reader to get a panoramic and long-range overview of the key elements for core sustainability subjects. It is not a theoretical or philosophical exercise on the notions of sustainability—which, although still important, could be discovered in other publications. It is not a detailed technical manual for specific sustainability practices which are continuously evolving and can be in other expert publications.

The purpose of this book is therefore to educate professionals and university students about the essential theories, core initiatives, and best practices to integrate sustainability into organizations. Sustainability leadership, management, innovation, and impact are reviewed from the perspective of shared values and core principles. The combination of theoretical and practical applications is designed to give the reader a deeper, scientific, and critical understanding of the urgent, complex, and necessary values for a sustainable future for all. The writing style is explanatory

and pedagogical in nature, geared to self-taught professionals and graduate students in management programs such as MBAs (Business), MPAs (Public), or MNAs (Nonprofit). The cases are selected to be relevant for educational and development needs across sectors from private-corporate to public-governmental as well as NGO-civil society. The sections are organized in a way that the reader and an instructor can easily access and reference key elements to be considered for each topic. As illustrated in Figure 1, the book is organized in four parts focusing on the values connected to sustainability leadership, management, innovation, and impact. These core areas and their key components are identified as essential for developing sustainability in organizations through an integrated and values-based approach.

Part 1: Sustainability Leadership: This first part introduces the main elements of sustainability as relevant to the values and principles that make the foundation for sustainability leadership practices. It addresses the core principles and practices of sustainability as related to core values for social (people), environmental (planet), and economic (prosperity). It provides the reader with an integrated view of mindsets and the role of higher purpose with cases and examples of sustainability leaders and organizations leading the way. It provides an overview of core sustainability documents and declarations that are central for understanding the evolution of sustainability practices in organizations.

Part 2: Sustainability Management: This second part explores the managerial and practical elements of promoting sustainability in organizations and institutions. It follows the first part exploring leadership values as foundations for good leadership practices and focuses on management practices as relevant to organizational administration across sectors. It specifically focuses on integrating perspectives for economic, environmental, social, and governance (EESG). It provides a comprehensive overview of today's practices of sustainability management in organizations through tools and perspective including sustainable HR and sustainable impact investing. It offers numerous cases of key initiatives and leading organizational examples across diverse sectors.

Part 3: Sustainability Innovation: Part three illustrates how sustainability innovation is correlated with other practices such as social entrepreneurship, ecopreneurship, and frugal approaches. It presents the cases of emerging new forms of organizations that embed their sustainability mission into the core business activities. This part of the book presents examples of technological innovations and how they contribute

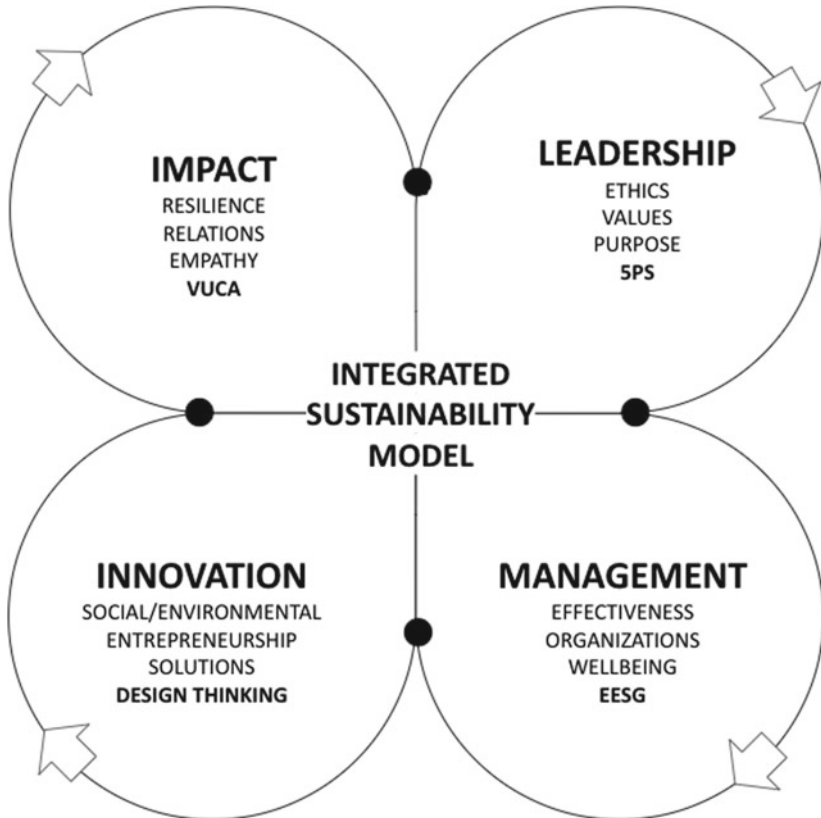


Fig. 1 Developing sustainability model

to achieve the SDGs. It also presents Design Thinking methods for creating sustainability innovative solutions along other frameworks, methods, and approaches.

Part 4: Sustainability Impact: The final part introduces the notion of sustainability impact in relation to policies and international normatives and commitments that can have a systemic impact on the future of society and the world. It provides frameworks connected to sustainability measurements and standards in sustainability reportings and certifications.

The book includes a number of cases and organizational examples to better understand how sustainability is integrated by organizations,

leaders, and innovators. The cases are purposely descriptive in nature to allow the reader, students, and faculty to design their own case study analysis exercises where they can analyze the people and organizations with the focus area of their course or lessons. Students can use these cases to critically, comparatively, and constructively analyze them. The list of abbreviations gives you a chance to assess how well you know the different initiatives. You could also use the glossary at the end of the book to have a rapid overview of some essential subjects related to sustainability. I have included lists of some of the most known books, documents, initiatives, and tools used in sustainability organizational practices. These readings have inspired generations of sustainability leaders and the initiatives will hopefully help you collaborate with others in your own organization. These tools are known to sustainability managers and used by many Chief Sustainability Officers (CSOs). They can be useful to enhance your own competencies and career contributing to sustainability.

CONTENTS

1	Introduction to the Era for Sustainability	1
Part I Sustainability Leadership		
2	Values and Principles for Sustainability Leadership	37
3	Higher Purpose in Sustainability Leaders	73
4	Mindsets for Sustainability Leadership	101
5	Ethos of Sustainability Leadership	119
Part II Sustainability Management		
6	Approaches to Managing Sustainability	145
7	EESG Organizational Sustainability Management	171
8	Sustainability Management Across Sectors	219
9	Sustainable Management Effective Practices	271
10	The Future of Sustainability Management	325
Part III Sustainability Innovation		
11	Understanding Sustainability Innovation	341
12	Entrepreneurship for Sustainability Innovations	363

13	Technology Innovations for the SDGs	389
14	Design Thinking for Sustainable Innovation	405
Part IV Sustainability Impact		
15	The Impact Challenge for Global Sustainability	427
16	The Dimensions of Sustainability Impact	439
17	Assessing and Measuring Sustainability Impact	453
18	The Future of Sustainable Impact	475
Appendix 1: Essential Glossary for Developing Sustainability		491
Appendix 2: Must Know Publications in Sustainability		501
Appendix 3: Must Know Initiatives for Sustainability Leadership		503
Appendix 4: Must Know Tools for Sustainability Management		505
Index		507

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ABBREVIATIONS

5Ps	People, Planet, Prosperity, Peace, Partnership
AACSB Int.	Association to Advance Collegiate Schools of Business
AASHE	The Association for the Advancement of Sustainability in Higher Education
AfCFTA	Africa Continental Free Trade Area
AIA	Appreciative Inquiry Approach
AMBA	Association of MBAs
BCtA	Business Call to Action
BIA	Benefit Impact Assessment
BII	Business Integrity Initiative
BRAC	Building Resources Across Communities
C2C	Cradle to Cradle
CARB	California Air Resources Board
CBD	Convention on Biological Diversity
CDP	Carbon Disclosure Project
CE	Circular Economy
CEAP	EU Circular Economy Action Plan
CEO	Chief Executive Officer
CICs	Community Interest Companies
CoICs	Community Innovation Centers
CPTPP	Comprehensive and Progressive Agreement for Trans-Pacific Partnership
CSO	Chief Sustainability Officer
CSR	Corporate Social Responsibility
CSV	Creating Shared Value
DEI	Diversity, Equity, and Inclusion

DESA	UN Department of Economic and Social Affairs
DJSI	Dow Jones Sustainability Indexes
DT	Design Thinking
ECLAC	Economic Commission for Latin America and the Caribbean
EESG	Economic, Environmental, Social, and Governance
EFMD	European Foundation for Management Development
EITI	Extractive Industries Transparency Initiative
ELIS	Environmental Labeling and Information Schemes
EMAS	EU Eco-Management and Audit Scheme
EMS	Environmental Management Systems
EPA	US Environmental Protection Agency
EPR	Extended Producer Responsibility
ESD	Education for Sustainable Development
ESG	Environmental Social Governance
ETFs	Exchange-Traded Funds
ETSs	Emissions Trading Systems
FPIC	Free, Prior and Informed Consent
FSC	Forest Stewardship Council
FSM	Financial Sustainability Management
GAP	Global Action Programme
GCF	Green Climate Fund
GDP	Gross Domestic Product
GHG	GreenHouse Gasses
GIFT	Global Initiative for Fiscal Transparency
GMO	Genetically Modified Organism
GNH	Gross National Happiness
GRI	Global Reporting Initiative
HESI	Higher Education for Sustainability Initiative
IDEA	Inclusion, Diversity, Equity, Accessibility
IMP	Impact Management Project
IR	Integrated Reporting
ISO	International Organization for Standardization
L3C	Limited Liability Company with Low Profit
LCA	Life Cycle Assessment
LCI	Life Cycle Inventory
LCIA	Life Cycle Impact Assessment
LEED	Leadership in Energy and Environmental Design
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer
MDG	Millennium Development Goal
MFI	Microfinance Institutions
NGO	Non-Governmental Organization
NRDC	Natural Resources Defense Council
OECD	Organization for Economic Co-operation and Development

OGP	Open Government Partnership
PES	Payment for Ecosystem Services
PRME	Principles of Responsible Management Education
RAS	Robotics and Autonomous Systems
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RME	Responsible Management Education
RSPO	Roundtable on Sustainable Palm Oil
SASB	Sustainability Accounting Standards Board
SDG	Sustainable Development Goal
SDSN	Sustainable Development Solutions Network
SEC	US Securities and Exchange Commission
SHRM	Sustainable Human Resource Management
SIA	Social Impact Assessment
SME	Small and Medium Enterprise
SMEd	Sustainable Management Education
SOI	Sustainability-Oriented Innovation
SPP	EU Sustainable Public Procurement
SRI	Socially Responsible Investing
SRM	Sustainable Risk Management
SROI	Social Return on Investment
STARS	Sustainability Tracking, Assessment & Rating System
SVC	Sustainable Value Creation
TBL	Triple Bottom Line
TCFD	Task Force on Climate-related Financial Disclosures
TI	Transparency International
UN	United Nations
UNAI	UN Academic Impact
UNCAC	United Nations Convention Against Corruption
UNDP	UN Development Programme
UNFCCC	UN Framework Convention on Climate Change
UNGC	UN Global Compact
UNGPs	UN Guiding Principles on Business and Human Rights
UNHCR	UN Human Rights Council
UNICEF	UN Children's Fund
VUCA(S)	Volatility, Uncertainty, Complexity, Ambiguity, and Unsustainable
WBCSD	World Business Council for Sustainable Development
WFP	UN World Food Programme
WHO	World Health Organization
WWF	World Wildlife Fund

LIST OF FIGURES

Fig. 1.1	Sustainability mindset shifts	16
Fig. 1.2	Concentric values of whole systems thinking for sustainability	17
Fig. 2.1	Core principles and values in sustainability practices	39
Fig. 2.2	Correlated principles for sustainability leadership	50
Fig. 3.1	Purpose as driving force in sustainability actions	83
Fig. 4.1	Competencies for sustainability mindsets	107
Fig. 4.2	Dimensions of sustainability leadership mindsets	114
Fig. 7.1	Economic with Environmental, Social, and Governance factors	176
Fig. 12.1	Spectrum of social/sustainability enterprises	371
Fig. 14.1	Integrated DT model for sustainability innovations	407
Fig. 16.1	Core-correlated dimensions of well-being in sustainability	448
Fig. 16.2	Process for mapping and integrating SDGs	449

LIST OF CASES

Case 3.1	Wangari Maathai and the Green Belt Movement	82
Case 3.2	Elinor Ostrom and Governing the Commons	84
Case 3.3	Mohammad Younis and the Grameen Bank	85
Case 3.4	Vandana Shiva and the Green Movement	86
Case 3.5	Paul Hawken and the Natural Capital Institute	87
Case 3.6	Christiana Figueres and the Paris Agreement	88
Case 3.7	Gro Harlem Brundtland and Our Common Future	89
Case 3.8	Greta Thunberg, Autumn Peltier, and Xiye Bastida	91
Case 3.9	Paul Polman and Ray Anderson	92
Case 7.1	REDD+ and Carbon Credits	189
Case 7.2	SDG 15 and Biodiversity	197
Case 7.3	BRAC and Community-Driven Development	204
Case 7.4	SDG 16.5 and Good Governance	213
Case 8.1	The B Corps Movement	227
Case 8.2	C40 and Urban Sustainability	235
Case 8.3	The SDSN and SDG Promotion	241
Case 8.4	PRME and Sustainability Management Education	250
Case 8.5	COVID-19 and Resilience Lessons	256
Case 8.6	EdTech and Sustainable Development	262
Case 8.7	RAS and Autonomous Sustainability	264
Case 8.8	GMOs and Monsanto Controversy	266
Case 9.1	FPIC and Engagement of Indigenous Communities	276
Case 9.2	Fair Trade Certification and Child Labor	280
Case 9.3	Ben & Jerry's Values-Based Marketing	288
Case 9.4	DEI Reporting as Sustainability Practice	293

Case 9.5	KIVA and Microfinance	301
Case 9.6	The COP and Paris Agreement Negotiations	306
Case 9.7	BIA the Benefit Impact Assessment	312
Case 9.8	Nativa and Italian Società Benefit	319