

# GOVERNANCE AND SUSTAINABILITY INDICATORS: INTERNATIONAL EXPERIENCES, GOVERNMENT STRUCTURE AND METHODOLOGIES USED FOR SUSTAINABLE DEVELOPMENT GOVERNANCE

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## ABSTRACT

This article was developed with the objective to present the state of the art in sustainable development, governance and sustainable indicators; it especially concerns to what has been developed through the governmental public administration in Brazil and around world. It makes a brief survey to the following subjects: Sustainable Development, International Experiences and Government Structures, Environment Governance and Indicators, Sustainable Development Governance Methodologies and National Accounts and Satellites Accounts Adjustments. This is a bibliographical research in a qualitative boarding. The final result shows sustainable development indicators to support politician managers and to guarantee they take better informed decisions. Many international organizations, countries and regions have presented the indicators use, but few have controlled its use.

**Key-words:** Sustainable development, Governance, Sustainable Indicators, Government Structures, Sustainable Methodologies.

## INTRODUCTION

Developed with the aim of presenting the stage where sustainable development is, this paper also introduces governance concepts and the sustainable indicators development use to help and support policy making and ensure that government managers take informed decisions, especially in public management context.

According to the United Nations document from 1987 called Our Common Future, sustainable development is proposed as a change process where resources exploitation, investment and development should be linked to the present needs and future generations. Development with multiple perspectives participation to understand complexity issues and implement development initiatives gathers support.

Ward & Dubos (1972) quoted in George (2007) consider that the sustainable development concept has evolved considerably, but the problems it is intended to address remain unsolved. It has become a widely accepted standard, but still presents problems in terms of their understanding.

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## Sustainability

The Rio conference interpreted the development as a single process with three dimensions. Since the Implementation Plan from Johannesburg defined it as three separate processes, which reinforce each other: economic development, social development and environmental protection (George, 2007).

When the Agenda 21 (UNCED, 1992) was developed, the United Nations drew attention to sustainable development at the nations level, providing the necessary policies and plans expansion and harmonization through the sustainable development strategy adoption. The overall objective was not to develop a new strategic document, but to improve or even restructure the decision making process so that socio-economic consideration and environmental issues were fully integrated, and ensure public participation (UNCED, 1992).

According to The Environment & Development Journal (2008) Johannesburg's development interpretation is unclear about the economic development meaning, but identifies it as an essential component. It is widely agreed that the growth quality, not just its quantity is a significant factor in improving the life quality (World Bank, 2000). The growth, however, is considered a necessary condition for development, although not enough. John Stuart Mill (1848/1909) predicted a time when economic growth would become unsustainable environmentally, using much the same terms that were used at the conferences in Stockholm and Rio to describe what happened.

For Daly, Townsend, (1993) quoted in George (2007), economic growth does not necessarily have to contribute to social development. He may have negative effects on life quality in order to yield results social or even a negative effect overall. Moreover, whatever effects they may have on improving the life quality, growth is necessary to maintain economic stability.

For Swanson and Pintér (2006), strategies for sustainable development are complex and represent a systematic approach to transform their concept into practice. They argue that these processes require long-term effort; they need to be addressed as learning processes. For these authors, the strategies evaluation for sustainable development plays a key role in this learning process.

The World Conservation Strategy, 1980, the Brundtland Report, 1987, the Earth Summit in Rio in 1992 and the conference in Johannesburg in 2002, contains what was said in Stockholm in 1972 that the "technological man" is a course that can change dangerously, and perhaps irreversibly, the planet's natural systems, which depend on their biological survival. Poverty was reduced in some countries but not in others, climate change induced by man and biodiversity loss continues, despite high international attention levels.

Another aspect to be considered for the institutions development is that According to Kaplan and Norton (2004) they are subject to rules on environment, health and safety and labor standards to operate in countries where they sell. There is a real need to prevent delays that may impair production or fines that would create labor or environmental liabilities, jeopardizing the organization image. Some organizations are beginning to see such regulatory and social processes as strategic tools. Organizations manage and report their regulatory and social performance through the following dimensions: environmental performance, safety performance and health, labor practices and community investment.

Kaplan and Norton (2004) add further that because of extensive regulation in developed countries, environmental performance has the most advanced indicators within the regulatory and social processes. There are several components in the environmental performance in organizations report: a) energy and other resources, b) water amount used in the production and wastewater disposal; c) toxic emissions and carcinogenic air d) solid waste production and disposal; e) the product performance and its destination f) aggregate

environmental indicators such as environmental accidents control and processes containment (emissions / waste during transportation, for example).

Forest Reinhardt, (2002) cited in Kaplan and Norton (2004) identifies five ways in which organizations can leverage their environmental performance and create shareholder value: 1) reduce costs, the activity-based costing system is a proposed form, 2) differentiate products, as there are customers willing to pay for environmentally responsible products, the company is able to communicate the benefits and costs increase or reduction, the company can protect itself from competitors environmental benefits, 3) manage the competition with rules and viable cost-efficient, 4) redefine the business model, reducing costs and environmental impacts, 5) manage the environmental risk, preventing and mitigating environmental accidents, applying prevention activities accidents explicitly guaranteeing the reactions speed in accidents case or moving some of the risks, hiring insurance.

The performance indicators in safety and health areas tend to be less numerous. In the United States, the rules on the subject are applied by the Occupational Safety and Health Administration (OSHA). As indicators, OSHA can cite: the recordable accidents number per 100 employees, or lost workdays per 100 employees or for every 100,000 hours worked (Kaplan and Norton, 2004).

For Kaplan and Norton (2004) labor practices are also included in the regulatory and social list processes. A valuable fact is the employees' diversity, support to poor people, activities that reinforce the company's strategy to broaden revenue and profit, reduce cost and risk management.

The fourth dimension is in the investment community. Most large organizations are the foundations which distribute funds to organizations valuable activities for communities, such as sponsoring projects in health, social development, emergency relief, development and technological improvements in the children needy education, among others (Kaplan and Norton, 2004).

This dimension major criticism is the fact that most organizations only reveals what was spent in so-called "investments" Community volunteers and employees disclosing grateful beneficiaries, raising questions about these investments return in a tangible way, the indicators that could or should be used to measure the outcomes and improvements resulting from the investment application, or the accountability and performance general lack of information by nonprofit and nongovernmental organizations ( Kaplan and Norton, 2004).

Porter and Kramer (2002) cited in Kaplan and Norton (2004), identifies four competitive environment elements, influenced by philanthropic activities: 1) inputs terms, i.e. the ability to attract talented employees, 2) demand conditions, giving products and equipment to win future customers, 3) competition and rivalry rules, to prevent intellectual property theft, bribery and corruption, and 4) related industries and support services, suppliers and investing in infrastructure to support its industry .

Kaplan and Norton (2004) state that the company must measure the improvements resulting from its investment and social efforts in the community, requiring production evaluation and results arising from investment, and that this dynamic will become the "third sector" more effective and much more efficient, generating large benefits. One aspect that can not be overlooked is the fact that organizations have to develop active partnerships with other community organizations that receive support, generating benefits in the form of: enrichment strategy, human resources management, culture building and business generation.

## **Governance Concepts**

Governance it is a broad concept with many connotations, but always related to issues that should guide and how it should be addressed (Osborne and Gaebler, 1992). Governance

is often seen as a culture change in direction from the traditional style, which according to Jordan et al. (2003) apud Mineur (2007), can be interpreted as a form of government based on activities carried out primarily or entirely by state agencies, particularly the nation-state level.

Yet for Mineur (2007) Governance is usually associated with a wide stakeholder's spectrum with a view from below where the boundaries between public and private sectors and between different administrative levels are less pronounced.

An governance example for Mineur (2007) is "corporate governance", which refers to the way in which business corporations are directed and controlled. It also consists in the ideas use from the private sector as a model for improving public administration direction effectiveness.

Mineur (2007) adds that despite the different concepts, governance and management aims to identify authority "problems" under a "unique" perspective.

For Kaufmann, Kraay, Mastruzzi, 2006 Governance is a plural and inclusive concept, differentiated management. It translates into joint actors, entrepreneurs, nonprofit sector, governments at various levels and other society segments, able to be represented on projects and plans that suggest a utopian city, with life quality and extensive sustainability or shared leadership.

The governance, as well as their indicators around the world, is the result of a research project on indicators commissioned by the World Bank in the late 1990s. The indicators measure six governance dimensions: representation and accountability, political stability and violence absence, government effectiveness, regulatory quality, law rules and corruption control (KAUFMANN, KRAAY, MASTRUZZI, 2006).

For Kaufmann, Kraay, and Mastruzzi (2004), governance dimensions are:

a) Representation and public accountability: a country citizen is able to participate in selecting their government, speech and association freedom and free media;

b) Political stability and violence absence: likelihood perceptions that the government come to be destabilized or overthrown by unconstitutional or violent means, including political violence and terrorism;

c) Government Effectiveness: public services quality, civil service quality and its independence degree from political pressures, the policy formulation quality and implementation, and Government credibility in compliance with such policies;

d) Regulatory quality: government capacity to plan and formulate sound policies and regulations that foster the private sector development;

e) Law rules, as agents have confidence in and respect the society rules, and in particular the contract enforcement quality, the police and courts, as well as the crime and violence likelihood;

f) Corruption control, as far as it exercises public power for private gain, including both petty and major corruption forms and the State "capture" by elites and private interests.

Swanson and Pintér (2006) on the other hand, performed a study commissioned by the Organization for Economic Cooperation and Development (OECD) in about twenty countries to identify structures examples and good governance practices and to study the effectiveness for sustainable development strategies. His studies give special attention to governance related to the following structures: the coordination strategy nature, placing the responsibility for overall national strategies for sustainable development, the underlying laws, integration with the planning and budgeting; stakeholder involvement and participation with local actions for sustainable development.

The following figure shows the result found in Swanson and Pintér (2006) search established six governance elements and its effectiveness criteria.

<b>Governance elements</b>	<b>Effectiveness criteria</b>
1. Strategy nature and government coordination	Extension and relevance: the departments and government levels to which the sustainable development strategies are relevant, the better. This implies that these strategies are detailed in regard to the economic, social and environmental. Department Participation: the more individuals in the departments and other government levels are involved in strategic processes for sustainable development, the better.
2. Accountability placement in the Leadership	Top-level Leadership: the more involved the Prime Minister or the President in the sustainable development strategies process, the better.
3. Legislative Support	Legislative involvement: the more embedded the sustainable development strategies in legislation process, the better.
4. Participation in budgeting processes	Integration: the greater the vision and goals sustainable development strategies integration with plans and budgets that departments submit to the planning and finance departments, the better.
5. Stakeholders participation	Formality: the more formal the requirement for stakeholder participation in the development and strategies sustainable development implementation, the better. Multi-party: the wider the perspective achieved with the interested party participation, the better.
6. Local Participation	Orientation: the more enlightening the recommendation strategies for sustainable development at state / provincial and community level, the better. Sub-national coordination: the more sustainable development strategies coordination and the State goals in the provincial and community, the better.

Figure 1: Governance elements and effectiveness criteria

Source: Adapted from Darren Swanson, László Pintér (2006).

The following are presented in summary form, examples of good sustainability practices applied in 21 jurisdictions, raised by Swanson and Pintér (2006). The countries considered in the study of Swanson and Pintér represent a mixture of sixteen OECD countries, four non-OECD and the European Union. The findings included: South Africa, Germany, Belgium, Brazil, Canada, China, South Korea, Slovakia, Philippines, Finland, France, Ireland, Italy, Mexico, Norway, Portugal, United Kingdom, Czech Republic, Sweden, Switzerland , the European Union.

<b>Governance Structure</b>	<b>Country</b>	<b>Good practice in sustainability examples</b>
1. Nature of strategy and coordination of the government	UK	United Kingdom Sustainable Development Strategy in 2005, United Kingdom Sustainable Development Strategic Framework, Community Action 2020;
	Norway	National Strategy for Sustainable Development; National Plan of Action for Sustainable Development; Fredrikstad Declaration.
2. Placement of accountability in leadership	Germany	Quick powers of Chancellor;
	Norway	Bureau Office of the Prime Minister and special committee chaired by the Minister of Finance;
	Sweden	Ministry of Sustainable Development (Fusion Energy, Environment, and Department of Planning and Support). Guia de competências do Chanceler;
3. Support legislative	Canada	Strategies departmental Auditor General audit every three years;
	Switzerland	Swiss Federal Constitution (1999).

4. Participation in budgeting processes	Norway	National Action Plan adopted as part of the National Budget 2004. This national action is responsible for the implementation of the Strategy for Sustainable Development with the regular processes of planning and budget of the national sector.
5. Stakeholder participation	France United Kingdom Finland Czech Republic	National Council for Sustainable Development (90 members); Commission for Sustainable Development (links to the regions); Finnish National Commission on Sustainable Development; Government Council for Sustainable Development.
6. Participation at the local	Switzerland France	Quality criteria developed public actors at local levels, regional and municipal governments that are undertaking a new or wanting to improve an existing sustainable development process (Switzerland, 2006). 119 Local Agenda 21. Three plans levels (district, inter-district and local Agenda 21).

Figure 2: Governance Structure in some countries and a good practice in sustainability examples

Source: Adapted from Darren Swanson, László Pintér (2006).

The criteria introduced in Figure 1 provide the basis for identifying good practice examples on each government presented in Figure 2 adopted by Swanson and Pintér search (2006).

### Public Sector Sustainability Indicators

The sustainable development indicators should be developed to provide a sound foundation for decision making at all levels and contribute to environmental sustainability self-regulation and integrated systems development (UN 1992, p. 284).

The International Institute for Sustainable Development (IISD) houses since 1995, the Sustainable Development Indicators Initiatives Compendium. This statement is the growing popularity of sustainability indicators, useful for the vast number of applications that provide practice. It is one of the most extensive sources of information on indicators and sustainable development initiatives around the world.

The indicators framework of sustainable development focuses on three areas: the sustainability-social, environmental and economic. A review of available literature on systems of sustainability indicators suggests that the selection of these will depend on what you are trying to measure.

For Hardi and Zdan, (1997) *apud* Christa Rust (2007) indicators do not translate as a new phenomenon, although they have increasingly received attention and use. In 1987 the World Commission on Environment and Development called "[...] the development of new ways to measure and evaluate progress through sustainable development." The popularity of the indicators due to the fact that: "[... ] need a river of information to understand the world, make decisions and plan our actions "(Meadows 1998, p.19).

The identification and monitoring of indicators therefore becomes an instrument of change and / or learning. Indicator systems were developed by a large number of organizations around the world, at different scales ranging from local communities or national

provincial governments, tribes or international organizations to guide policies and decisions (UN 1992; BOSSEL 1999 ).

Playing an important role in the political cycle, the indicators can serve a useful purpose in the discourse on sustainable development. They can help to assimilate and better understand the views of stakeholders, contribute to the process of governance, to help guide and shape policy decisions.

Corroborate this assertion Pintér, Swanson and Barr (2004). For these authors, the evaluation and communication of indicators play important roles. The issue is complex because: political communities are diverse, the policies are diverse, the indicators are diverse, and the uses of indicators are different. They add that indicators are quantitative measures that express the status and trends of complex phenomena based on data control and attention to the interests of the public provide a clear answer to the question of environmental change, sustainable help explain how decisions and the results are linked to the decision and have some indicators will result in better decisions.

Indicators do not lead automatically and easily to changes in policy, in fact, they are often used with ulterior motives: in politics are used to support a particular position, symbolically can be developed to give ritualistic about appropriate attitudes to guarantee making decision, and tactically delaying or a substitute for action (PINTER; SWANSON, BARR, 2004).

Hezro (2003) apud Pintér, Swanson, Barr (2004) states that ideally, the indicators are to inform decision-making in the following areas: conceptual, since they can be used as a tool to illustrate concepts, helping to change understanding of an issue, and instrumental, as they can show a direct relationship between the indicators and the decision results. They may, for example, be used to measure the impact of certain decisions and, when used to measure effectiveness, they can be instrumental in a policy change.

To understand the use of indicators in decision-making, one must first look at the cycle of decision-making. Policy making is a cycle that involves planning, implementation, evaluation, learning and adaptation. Indicators play an important role in helping to shape the foreign policy goals in specific terms, monitor progress and provide feedback (return) to managers and the public about the results. Assuming a simple relationship between policies and results could be made, indicators can play a key role in learning and adaptation in policy on an ongoing basis, which does not always happen (PINTER, SWANSON, BARR, 2004).

The goal of sustainable development indicators, therefore, is to help and support policy makers and ensure that they take better informed decisions. Many international organizations, countries and regions have developed indicators, but few have the actual use controlled. The Finnish government, for example, developed a set of indicators of sustainable development which was made public in the spring of 2000. The process of developing these indicators involved a large number of scientists, government officials and NGOs.

A follow-up study done by Rosenström (2002) with the Finnish policy makers to examine the potential development indicators shows that although the indicators are considered as a promising concept, its use is still marginal and its promotion is necessary. Only a small group of public officials had used the set of indicators agreed before the follow-up study. The majority of respondents thus far have considered the best use of indicators such as material for speeches and presentations, and consider their direct use in decision-making less significant.

Pintér, Swanson, Barr (2004) show that Figure 3 illustrates the process by passing a policy intentions before it is analyzed and its effectiveness as a performance analysis through the use of indicators, back to influence the policy document. This concept was developed as part of the United Nations Environment Program (The United Nations Environment Program - UNEP).

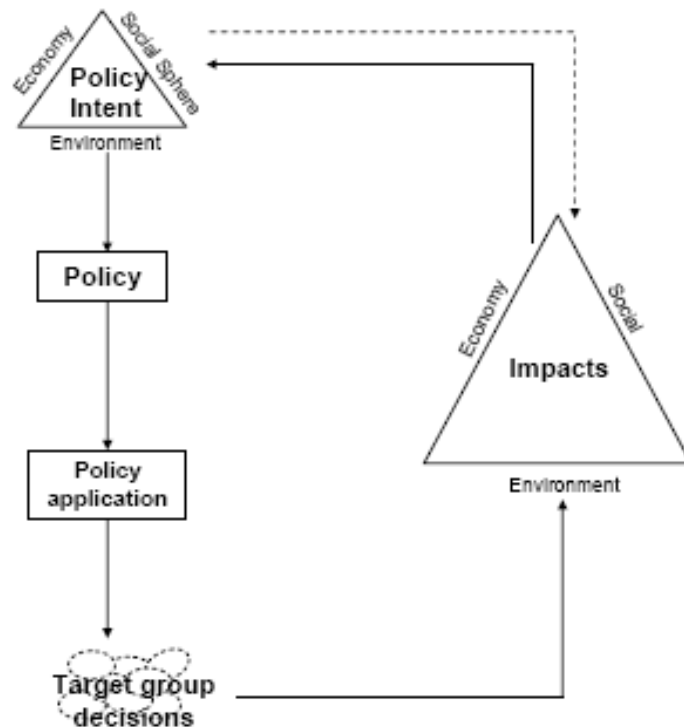


Figure 3: The policy cycle illustrated  
 Source: Pintér, Swanson, and Barr (2004, 10)

A goal intention or policy adopted by a government (whether related to the economy, environment, or society) is formulated in a policy statement. The policy is interpreted and applied to the target audience. Your character and strength are influenced by the degree of understanding and vigor with which it is applied. Once enacted, the policy will affect the target, in this case the environment, and potentially in other areas, such as socio-economic aspects related to the subject. Analysis of the effectiveness of the policy will determine the extent to which the desired result and could lead to policy revisions to improve its performance. The indicators are used to identify and measure the effects of political and policy effectiveness (PINTER; SWANSON, BARR, 2004).

Pintér, Swanson and Barr (2004) illustrate this sequence with an example:

**Objectives and goals:** establishing a national government policy in support of climate change international efforts to curb human influence on global warming. It sets targets for reducing greenhouse gas emissions.

**Strategies and instruments:** It starts financial incentives, such as energy taxes, legal instruments, such as limits on emissions, and other strategies, such as budget support for public transport, which are intended to help achieve the goals and goals.

**Policy Implementation:** Regional and local governments, through the monitoring of policy implementation and enforce emission limits on industry, for example, and improving and increasing bus, subway and train services, and bike paths.

**Impact Assessment:** The indicators are used to measure the effectiveness of the policy change. For example, would help assess the indicators of policy performance by comparing data on emissions of greenhouse gases before and after the policy change and comparing the rate of progress towards the intended goal. The indicators should serve to inform decision-making in an adaptive learning cycle.

Practical examples of sustainable development strategies and governance structures are identified, providing inherently subjective criteria, given the broad range of approaches to governance in different countries, and due to the political dynamics of public sector management. However, attention to these criteria provides a useful means for self-assessment and continuous improvement in national strategies for sustainable development and governance (SWANSON, PINTER, 2006).

Cardinal and Adin, (2005) apud Christa Rust (2007) developed a panel of sustainability, characterized by indicators of quality of urban life in the indigenous region of Greater Vancouver. His report is a valuable resource, since there are many works that focus on the urban Aboriginal population in Canada and the creation of systems of indicators. The authors adapted their methodology from system goals of UNESCO, incorporating lessons and traditional Aboriginal beliefs. By using this combined method, the authors say you can wrap the holistic aspects and relationships critical to overcome the traditional fragmentation of conventional indicators, as shown in Figure 4.

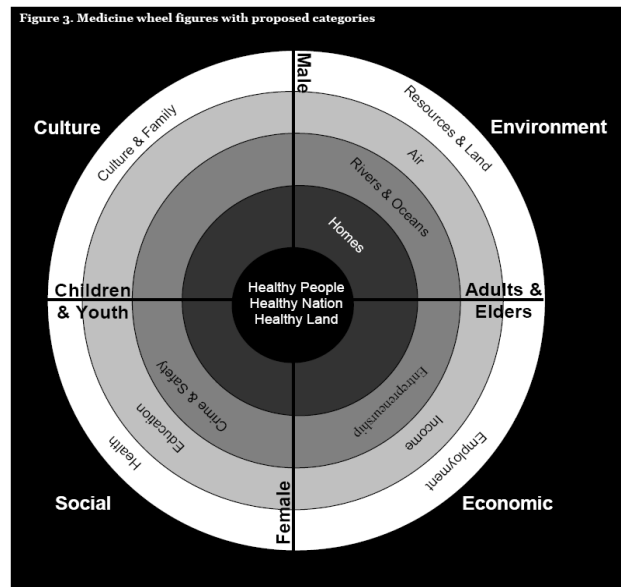


Figure 4: Panel sustainability - urban Aboriginal Life  
Source: Cardinal and Adin (2005) apud Christa Rust (2007, 15)

The selection panel of sustainability is essential to the success of projects and use of indicators. There are many types of panels of sustainability. The Medicine Wheel, for example, is employed to address the indicators more typically found in works related to health. Although these panels provide a more specific focus to a particular area of concern, the available literature on them has been revised to further Aboriginal context with regard to the systems of indicators (CHRISTA RUST, 2007).

With the aim of developing indicators of community health, Henry Lickers, (2002) apud Christa Rust (2007) in a design program in the reserve communities in Ontario. He developed a model based on the medicine wheel that was used to integrate and assess the four bonds expressed by the wheel and develop indicators of community health that were measurable and quantifiable (THE ENVIRONMENT INSTITUTE 2002).

This model shows the interconnection of the community on issues of holistic health and outlines solutions that could be mobilized to solve growing problems. In order to maintain the balance between the human health, the community must maintain a balanced approach to life, as represented in Figure 5.

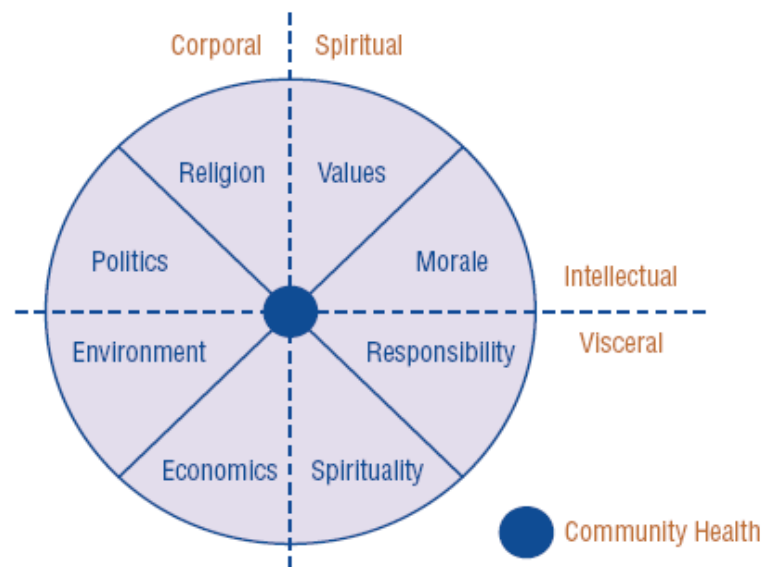


Figure 5: Panel sustainability - Eagle Eye View (View of Eagle Eye)  
 Source: Institute for the Environment, (2002) apud Christa Rust, (2007, 17)

Given the number of panels available it is recommended to consider a pre-oriented vision and framework for the selection of indicators and interpretation of reporting the results from the project design. The Bellagio Principles (1996) were created to serve this purpose and provide a link between theory and practice, say and Hardi and Zdan, (1997) apud Christa Rust (2007). It is recommended that the panels should be constructed through the following 10 principles: Guiding vision and goals; holistic perspective; essentials; Scope appropriate; practical focus, opening, effective communication, broad participation, ongoing assessment and capacity institutional.

Cardinal and Adin, (2005) apud Christa Rust (2007) were based on these principles by insisting on the need for a holistic and interactive structure in line with the context of their research. Significant importance is placed on building a series of feedback in the design, category selection and identification indicator to ensure that the system is representative of the concerns and values of the people (ibid.). The selection panel, therefore, need to consider and integrate the views and opinions, sometimes divergent, the target audience.

### General Questions on Sustainability in Brazil

The Brazilian context, although modest, is worth some highlights. The first one refers to the Brazilian participation in the Johannesburg Conference, a meeting that took place in South Africa from 26 August to 4 September 2002. For ten days, world leaders met to discuss what to do to deal with the terrestrial environment. But for Brazil, one of the biggest disappointments of the Johannesburg conference was the defeat of the proposals of the European Union and Brazil to the world's first global target of renewable energy.

In renewable energy, the attempt by the European Union to introduce the world's first global target of renewable energy to work closely with the United States Government and representatives of industry, was defeated by some countries of OPEC (Organization of Petroleum Exporting Countries). The European proposals were modest (15 percent of its overall goal would have meant an increase of only 1 (a) percentage points over the current value of all renewable energy technologies) compared to the proposals of Brazil, with support from Argentina and a number of other developing countries (DORAN, 2002). Unlike

European Union goal, says Doran (2002), Brazil only wanted to include new energy sources, eg solar, wind, and rural technologies, such as systems of large hydroelectric plants.

At the Johannesburg Conference, the ministers expressed their support for the Kyoto Protocol. The Conference marked the withdrawal of the United States of that Protocol. Brazil, as well as China, India and Thailand announced their ratification. Another highlight is the scope of chemicals, Brazil hosted the Third International Forum on Chemical Safety, meeting in Bahia, in October 2000 where participants identified the tasks that have been completed or where progress was still going to achieve the intent of Chapter 19 of Agenda 21 (DORAN, 2002).

A strategy to address priority issues to the future IV Forum were agreed as set out in the Bahia Declaration on Chemical Safety and the priorities for action beyond 2000. The Implementation Plan referred to: Renew the commitment, as advanced in Agenda 21, the sound management of chemicals throughout their life cycle and of hazardous wastes for sustainable development and protection of human health and the environment, among other.

These strategies were intended to ensure that by 2020 chemicals are used and produced in ways that lead to the minimization of significant adverse effects on human health and the environment, using transparent based on scientific grounds and procedures for risk assessment based science and procedures of risk management, taking into account the precautionary principle as laid down in Principle 15 of Rio Declaration on Environment and Development (DORAN, 2002).

Doran (2002) also claims that the other proposal is to support developing countries to strengthen their capacity for sound management of chemicals and hazardous wastes by providing technical and financial assistance, to further develop a strategic approach to international management of chemicals based on the Bahia Declaration, priorities for action beyond the Intergovernmental Forum on Chemical Safety (IFCS) and urge the United Nations Environment Program (UNEP) and other international organizations and actors dealing with chemicals to cooperate closely this area.

## **FINAL CONSIDERATIONS**

Most applications of the systems development of the countries should be linked to the planning of systems and governments to hold budget. It is inadequate because this kind of integration could be a good practice for effective management of systems development. However, one sees a huge opportunity emerge. At the same time that governments develop their systems of governance associated with and sponsored by environmental departments, governments through their departments also make important advances in its responsibility by way of annual departmental processes, or planning and reporting. In both cases, policy makers and government, have a common goal: real progress toward improvements in the quality of life of its citizens. For systems of government's responsibility to become more strategic and results-oriented, a sophisticated concept of further development is required: the concept of sustainable development by integrating economic prospects, social and environmental becomes more strategic. The synergy between these two components of the administration is urgently needed to achieve real progress and appropriate for the strategic and coordinated action for sustainable development. This synergy can be facilitated by focusing more effort on the analysis of the components of good practice in planning, accountability and reporting systems. If global governance integrated controls the global environment effectively remove the economic threats raised throughout history. As the development moves more than two decades to adjust to their schedules, the demand for the practice of political support can grow as an exponential. It is hoped that with the passage of time, an assessment of the meaning of Agenda 21 and UNCED agreements to grow and the discourse of sustainable development is

embedded in political actions aimed at democracy, economic justice, human rights and participation. We will be printed by the use of sustainable development related more to the quality of practice. In this process, normative claims related to sustainable development will migrate to global institutions demanding democratic norms of accountability and transparency to the public sector. The task of identifying indicators of social and economic structure should now be encouraged and becomes a great challenge for every social science discipline. Differences between countries have a great opportunity for the joint development of economic systems and structures of the new administration in the world in a sustainable, ecological, social and technologically integrated.

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