
PRINCIPLES OF SUSTAINABILITY IN THE SOCIAL AND ENVIRONMENTAL PLANNING OF THE ECOS DE PERNAMBUCO COMMITTEE

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ABSTRACT

Sustainability has principles that can be guiding for management, both in the public and private spheres. When implementing institutional planning, these principles help to achieve socio-environmental efficiency. The present paper analyzed the adherence of the socio-environmental strategic and tactical planning of the Ecos of Pernambuco Committee to the Principles of Sustainability defined by Rohde (1995), seeking to understand the degree of proximity and distance between them. Initially, a theoretical conceptual domain was established regarding planning, aiming to raise the degree of understanding about the questions related to the central theme of this research, by means of the secondary data survey. Subsequently, it was sought to understand if the themes and the axes of this planning had an integralist or fractional vision of the reality, identifying the points of interaction or distancing between them with the Principles of Sustainability, through quantitative analysis. The relationship present in socio-environmental strategic/tactical planning of the aforementioned committee between themes, guiding principles and the Principles, denotes the sustainability of the actions involved. The results indicate that, although there is an oscillation regarding the degree of proximity and distance

between the elements, it is concluded that sustainability is present in the planning of the committee, demonstrating that the local government is in alignment with the demands of the new socio-environmental paradigm.

Keywords: Public administration; Sustainable development; Socio-environmental efficiency.

PRINCÍPIOS DA SUSTENTABILIDADE NO PLANEJAMENTO SOCIOAMBIENTAL DO COMITÊ ECOS DE PERNAMBUCO

RESUMO

A sustentabilidade possui princípios que podem ser norteadores para a gestão, tanto na esfera pública quanto privada. Quando da realização do planejamento institucional, tais princípios auxiliam para que se alcance uma eficiência socioambiental. O presente trabalho analisou a aderência do planejamento estratégico/tático socioambiental do Comitê Ecos de Pernambuco aos Princípios de Sustentabilidade definidos por Rohde (1995), buscando compreender o grau de proximidade e distanciamento entre estes. Inicialmente, foi estabelecido um domínio teórico conceitual a respeito do planejamento, visando elevar o grau de entendimento sobre as questões relativas ao tema central desta pesquisa, mediante o levantamento dos dados secundários. Posteriormente, buscou-se compreender se os temas e os eixos deste planejamento tinham uma visão integralista ou fracionada da realidade, identificando-se os pontos de interação ou distanciamento entre estes com os Princípios de Sustentabilidade, mediante análise quali-quantitativa. A relação presente no planejamento estratégico/tático socioambiental do referido comitê entre temas, eixos norteadores e os princípios denota a sustentabilidade das ações envolvidas. Os resultados indicam que, embora haja oscilação quanto ao grau de proximidade e distanciamento entre os elementos abordados, conclui-se que a sustentabilidade está presente no planejamento do comitê, demonstrando que o poder público local está em alinhamento com as demandas do novo paradigma socioambiental.

Palavras-Chave: Administração Pública; Desenvolvimento Sustentável; Eficiência socioambiental.

INTRODUCTION

Faced with a situation of socio-environmental crisis and the emergence of the new paradigm for the conservation and preservation of the environment, the movement from the 70's reverberates, in an increasingly incisive way, in the national territory. The rethinking of vicious habits in the irrational use of natural resources by civil society, private sector and public sphere is the agenda of the 21st century. The adoption of a new position by the public sector, guided by transparency, ethics and sustainability, is *necessary* to establish a repositioning of public management as an example for society.

The socio-environmental liabilities, the result of years of depletion of nature (OST, 1998), through the implementation of public policies configured in economic policies (ARAÚJO, 2014) for the full development of the hegemonic capitalist system, characterizes the priorities of the Brazilian government, which no longer meet the modern social demands. To think of sustainability is to put into practice actions that seek a dynamic balance between economic objectives and the capacity of regeneration of ecosystems, respecting the precautionary principle and prevention (ALVES, 2016).

In this context, the planning understood as a strategic, tactical and operational tool that assists in the structuring of programs, projects and budgets for the execution of action plans, becomes imperative, given the requirement of greater efficiency and effectiveness in institutions. In the public sector, planning reflects the importance of establishing operational guidelines in line with government and state programs, as well as internationally signed legal and treaty provisions, including alignment at all levels (DIAS, 2012). In this context, in establishing a planning, it is possible to propose initiatives based on scenario analysis, considering the potentially impacted and / or impacting environments, arising from a dynamics of interrelations, for the consolidation of specific parameters, which will serve as the north for each proposed situation (SILVA, 2016). The insertion of the environmental dimension in the government agenda is imminent, since Canotilho et al. (2012), when making inferences about the environmental crisis, state that

(...) no one else contests its actuality and gravity. A crisis that is multifaceted and global, with environmental risks of every order and nature: contamination of the water we drink, the air we breathe and the food we eat, as well as increasing loss of planetary biodiversity (p. 86).

This scenario reflects the need to internalize a new institutional strategy that is in concomitance with the current paradigm, spread at a global level. In this context, initiatives such as the establishment of socio-environmental planning by the public sector, guided by the Sustainability Principles, are presented as a government tool capable of helping the said sector to achieve efficiency, effectiveness and administrative and environmental effectiveness, required to cope with the impacts of predatory development (PORTO-GONÇALVES, 2012).

For the sake of a socially exclusive productivist eagerness, it is observed that nature was co-opted by economic growth, without considering the interdependence of other social, cultural, environmental aspects, among others that form the complex fabric of a locality. However, given the “commodification” of natural resources, economic rationality is discussed in the face of the perceived global environmental crisis. According to Sirvinskas (2016, p. 116), “in this tunnel, we would only have to find solutions to adapt to the new situations, since damages will be unavoidable, making any measure impossible in order to minimize environmental crises.” Indeed, “global thinking and local action”, disseminated by international treaties on negative impacts on the environment, is fundamental for the reformulation of new institutional practices, backed by an environmental rationality advocated by Leff (2007).

In this context, the articulation between the public entities, in order to carry out a socio-environmental planning, is quite profitable, since it provides an exchange of experiences, seeking a collective construction of a *modus operandi* that denote greater procedural sustainability. This paper aimed to analyze the alignment of the socio-environmental strategic / tactical planning of the Ecos Committee of Pernambuco, formed by five courts and a Federal University, to the Principles of Sustainability defined by Rohde (1995). It was sought to understand the degree of proximity and distancing between them, a fact that denoted a greater or lesser sustainability of the process, helping the Public Administration in order to increase the administrative and environmental efficiency of the sector.

From this study, it is possible to reflect on the replicability of this process in other public institutions.

1 INSERTING THE ENVIRONMENTAL STRAND IN PUBLIC PLANNING

Strategic planning dates back to World War II, as a necessary tool for the tactical development of operations. This aspect is evidenced from the Greek origin of the word *estratego* (or *stratagós*), which means “general. “Therefore, the military connotation was always present in the conceptual basis of this term. In the case of organizations, whether public or private, it is necessary to develop a clear vision of the goals and objectives to be followed, from the perspective of the internal and external environment analysis, for the adequate elaboration of feasible planning in the face of the constant changes in the spheres socioeconomic, financial, cultural and environmental aspects. These aspects will give support to the decision making, conditioned to the examination of the future scenario (SERPA, 2011).

According to Maximiano (2004), strategic planning can be defined as a set of guidelines for the purpose of achieving long-term goals by an institution or organization. Oliveira (2006), on the other hand, emphasizes that the tactical planning will deal with the optimization of what was outlined in the strategic planning. This occurs from the moment the objectives are broken down, detailing the strategies and policies previously defined in the elaboration of strategic planning. Finally, operational planning refers to documentation, formal registration, or strategic or tactical planning, to achieve the defined objectives. They are also known as action plans, containing the methodology for implementing previously established decisions. In all three cases, it is possible to observe differences and similarities.

The convergence aspect lies in the character of planning itself as a fundamental tool in any organization. However, the divergence occurs mainly in the temporal design, with the elaboration of short, medium and long term objectives (Figure 1).

Figure 1. Hierarchical scheme of levels of planning and typology of decisions.



Source: Santos (2010).

Given the current situation characterized by the transformations of the dynamics of globalization, business strategy emerges as a key word within a process of situational adaptability in the realm of modernity (WHIPP, 2004). The absence of a strategic sense, coupled with the capacity for coordination and adequate systematization due to lack of knowledge, can cause problems within an organization, causing effects in the external environment, such as in relation to customers / consumers and / or other organizations; Therefore, according to Chiavenato (2004), planning is paramount to the achievement of the company’s objectives, in an efficient and effective way. Planning can be analyzed in two ways: one normative and the other indicative. The first places the State as a regulating entity, through the establishment of guidelines to be fulfilled. In the second, the State places itself in the place of driver, since it directs the market; however, it has the option of following the strategies proposed by the State or not.

In general, the state of the art of current planning is a process that feeds on several integrated, decision-based mechanisms. This movement includes stages from the moment of formulation, for example, of a given proposal, to evaluation, monitoring, among other aspects structured in a cycle (BURSZTYN; BURSZTYN, 2012). Within the perspective of the public sector, it is fundamental to understand the structuring of governmental planning as the essence of the act of governing, which had as reference frame the creation of the Federal Foreign Trade Council in 1934, a stage known as national-developmental. Under the aegis of market logic and political *nuances*, this process presents distinct phases, with peculiar characteristics (Table 1).

Table 1. Historical overview of the planning phases of Brazil

Phase	Characteristics	Period
I. National developmentalist	- Planning state Economic nationalism - Planning economic-normative	From the 1930s to the postwar
II. Developmental dependent	- Development associated with external capital (accelerated industrialization) - Modernization of the State and State Bureaucracy	From post-war to military coup
III. Developmental authoritarian	- Planning authoritarian, economic and normative - Control and control logic - Development plans	During Military
IV. Democratic - liberal	- Formal reorganization of planning organizations - Federal Constitution (1988), beginning of the cycles of PPPs (Pluriannual Plans) - Gerencialism and dominance of fiscal-fiscal logic	From redemocratization to the Lula government
V. Developmentalist societal	- Recommended planning with sectoral emphasis - Specific changes in PPAs - PPA's of States and Municipalities	From the Lula Government to the present

Source: Toni (2014)

In view of this historical panorama, it is possible to observe that in Brazil, government planning favored mainly the economic sphere, concretized in the development plans, without a systemic view of reality, excluding important aspects such as the environmental variable, participation and social inclusion among others. With the adoption of Pluriannual Plans (PPA), according to Moura et al. (2014), the role acquired by the latter is central to the planning system; it then guides the annual budgets together with the Budget Guidelines Law (LDO), enabling greater synergy of government actions.

The environmental component became part of the PPA between 2000 and 2003, introducing the theme in the government agendas throughout the programs contained in the plan. This first step paved the way

for the inclusion of the environmental dimension in strategic objectives in subsequent years. In view of the above, it can be seen that the planning is relevant for the establishment of assertive practices in organizations, in view of this help in the systematization of actions, perform contextualized analysis of social demands, among other aspects. However, environmental issues are still dealt *with a posteriori*; this can be observed in compliance with environmental legislation, which is still done precariously. Therefore, it is *necessary to* understand the principles of sustainability and internalize them in the planning, and thus, it is possible to give support to the reach of sustainability within the public sector (MOURA, BEZERRA, 2014).

Thus, the insertion of the environmental dimension in the sphere of strategic planning endorses the need for alignment with current social demands. The end of the twentieth century deflagrates the emergence in the consolidation of effective measures of protection to the environment. The two social and environmental assumptions, imbued with vulnerability mainly in underdeveloped countries, become neglected targets in the context of globalization. This process has accelerated, among other aspects, social inequalities, as well as environmental degradation, requiring a repositioning of the public sphere, elevated to the level of maximum example for society when adopting new initiatives in face of the exposed problems.

In this sense, socio-environmental strategic planning emerges and spreads, increasingly, being perceived as a relevant point in the decision-making of the government, inserted in a global dynamic of social and environmental aspirations. Therefore, to achieve optimized results Bursztyn et al. (2012) list three important aspects: (i) planning must be effective (in order to meet the expected results); (ii) efficient (in the sense of using the most rational resources available); (iii) and effective (in the sense that, when achieving the defined results, to comply with the established major objectives).

Sustainable development, as advocated in several government programs in Brazil, such as the Public Administration Environmental Agenda (A3P) and Agenda 21, Sustainable Logistics Plan (PLS), gains strength as social-environmental planning of the public sector, envisaging a new institutional in the internalization of new practices that denote sustainability, in an attempt to assist the process of sustainable development in the Country.

2 SUSTAINABLE DEVELOPMENT

The major environmental accidents that occurred in the 20th century projected great visibility into the gravity of the environmental issue. The actions that followed on the world stage, from the 60's, brought to the fore the concern with the environment evidenced in the founding of organizations such as the *World Wildlife Foundation* (WWF), conferences, publication of reports, etc. At the Stockholm conference, which took place in 1972, Principle 21 gives us the beginnings of what would become the definition of sustainable development. In this principle, it is observed that three criteria are contemplated: social equity, ecological prudence and economic efficiency (DIAS, 2001), these being the basis of the definition of sustainable development. Such a definition is based on meeting the needs of the present generation without compromising the future demands of future generations for natural resources, as advocated by the Brundtland Report (UN, 1987).

Subsequently, in the city of Rio de Janeiro, the United Nations Conference on Development and Environment (UNCED) was held, which formatted the Global Agenda 21 (UNCED, 1992). In the Agenda, in the second chapter, entitled "International Cooperation to Accelerate Sustainable Development in Developing Countries and Related Domestic Policies," one of the objectives is to "promote and support domestic and international policies that promote economic growth and environmental protection mutually". In this context, it is observed that initiatives focused on establishing institutional policies, aimed at consolidating practices that seek adherence to these principles, are in line with the national commitments made for sustainable development.

At the national level, the Brazilian Agenda 21 (MMA, 2002) presents six focal themes: Natural Resource Management, Sustainable Agriculture, Infrastructure and Regional Integration, Reduction of Social Inequalities, and Science and Technology for Sustainable Development. For the implementation of these, it is assumed that there are broader positions of governments and society, based on: (i) participation, (ii) dissemination and access to information, (iii) decentralization of actions, (iv) institutional capacity development, v) interdisciplinarity promoting the environmental insertion of sectoral policies. These are guided by the principles of sustainability that, applied to management processes, may support actions focused on improving environmental quality, raising social justice and establishing economic equity. In this sense, a legal *lexus* was

established to support actions and to be a catalyst for sustainability in society.

Regarding the Brazilian legal framework, the National Environmental Policy - PNMA (BRAZIL, 1981, Art. 2) aims to “preserve, improve and recover the environmental quality conducive to life, aiming at ensuring in the country conditions for socioeconomic development, to the interests of national security and to the protection of the dignity of human life”, and socio-environmental planning is one of the means to organize actions and initiatives focused on sustainability. According to Antunes (2016),

The concept of sustainable development aims at reconciling the conservation of environmental resources and economic development. Law No. 6938 of August 31, 81, which provides for PNMA, its purposes, mechanisms for formulation and application and other measures, was the first legal norm built on the basis of environmental protection as an essential element for the performance of the economic activity (p. 16).

Thus, guiding the planning by the principles, besides the respect to the legality, is a presupposition so that the institutions are aligned to the general guidelines adopted by the nation and by supranational organisms. The environmental unsustainability, currently experienced, makes the confluence of knowledge urgent to eliminate bottlenecks arising from the accelerated development of the hegemonic capitalist system. Therefore, it is necessary to analyze that “the sustainability of the whole can only rest on the joint sustainability of its parts”, balancing quantitative and qualitative aspects throughout the process (CAVALCANTI, 1995).

3 PRINCIPLES OF SUSTAINABILITY

According to Rohde (1995), sustainability must be guided and conform to some emerging parameters, which are basic to the scientific conception of the new paradigms, based on (i) contingency or *autopoiesis*, (ii) complexity, (iii) systemic, (iv) recursion, (v) conjunction, and (vi) interdisciplinarity.

Autopoiesis concept prepared by Varela and Maturana comprises the self-creation process is present in all living systems being operated

by the effective ratio of the components, through which the organization produces itself, continuously, always adapting to the environment (CAPRA, 2006; KEITEL; PEREIRA; BERTICELLI, 2012). If we observe the process of organization and reengineering of organizations, be they public or private, it is observed that there is a continuous process of change that implies in the adaptation of the same ones, from the dynamics with the environment in which they are inserted. This capacity for adaptation over time is essential to raise the level of success in the process of establishing public policies, due to the repercussion of the impact of the paradigm shift, resulting in a socioeconomic, political and environmental reordering that crosses the local, national and worldwide (MATIAS-PEREIRA, 2009).

The *Theory of Fractals*, which complements the view of contemporary *world complexity theory*, emphasizes that the characteristics of the units reflect the characteristics of the greater whole. There is a need to establish a balance between the parts and the whole, supported by a conception of organization as living, interconnected ecosystems. In view of this, the willingness to formulate public policies that meet social demands must contemplate the *nuances* of the transformations that occur in society, from the perspective of interconnection of the various actors involved in the process (TÔRRES; GÓIS, 2011).

In this context, it is possible to approach, in a broader context of public administrations, the establishment of flexible strategic partnerships, aiming at finding ways to solve particular problems, but which may be present in other public service units and in society. According to Matias-Pereira (2009), these strategic alliances can be seen as a channel for further development by the public sector, which would not need to direct a large financial amount, in addition to reducing the risk margin.

Thus, from the *fractal* view, a particular solution of public policies can be replicated in other realities, changing scenarios, visions and socio-environmental procedures. A closer approximation of the theme of Sustainable Development in the light of *Systemic Knowledge*, inserted in the contextualized, environmental and procedural thinking, in which the relationships are based on the network design, is essential for all aspects to be internalized, seeking the articulations between the various elements, themes and dimensions. In the process of strategic planning under study, one has as a premise the understanding of the institutional reality, the group and the locality where they are inserted by all aspects, seeking to identify existing connections, be they apparent or not.

The Principle of *Recursiveness* addresses the dynamic process of permanent reorganization. From this perspective, the organization returns to a certain *status quo* of procedural optimum, resilience or plasticity, in an active way, depending on internal and external factors. This aspect can be added to the study of the quantification of the consumption of the natural resources, through the spatial dimensioning of the area for the production and the absorption of the generated residues, from the perspective of the capacity of support or capacity of load of the systems. This definition assumes that there can be a use of the resources that generate environmental deterioration, since it describes the relation between the size of the population that makes use of the natural resources and the changes caused by it, without meaning a qualitative loss, as emphasized by Silva et al. (2009). Still on this element, Picoli et al (2016) emphasize that, when analyzing the recursion process together with the absorptive capacity in an organization, this brings us to the capacity of expansion of knowledge and consequent necessity of reorganization before the internalization of new concepts and practices.

With increasing awareness in the sphere of socio-environmental responsibility, it is opportune to articulate different knowledges to better meet the new demands of public policies. The definition of the *Conjunction* Principle, as the articulation aspect of the various fields of knowledge throughout the process of knowledge acquisition, enables the development of innovative initiatives within the context of strategic planning in the public sector. Based on this premise, several official documents serve as inspiration, for example, the Agenda 21 of Pernambuco (PERNAMBUCO, 2002) in accordance with the Brazilian Agenda 21 (MMA, 2002) and the Agenda 21 Global (UNCED, 1992). (PES) and the Environmental Agenda in Public Administration (A3P), which are guiding instruments for the exercise of good governance, based on commitment to sustainability.

However, in making inferences about the conjunction of knowledge, it is possible to link the concept of interdisciplinarity and transdisciplinarity, given that both allow for a more integralist view of reality. Interdisciplinarity, in turn, is defined as:

The concept of interdisciplinarity becomes clearer when one considers the trivial fact that all knowledge maintains a permanent dialogue with other knowledge, which may be questioning, confirmation, complementation, negation, expansion, BRASIL (1999, p. 88).

The possibility of observing a situation from different perspectives corroborates the relevance of the conception discussed above. However, the readings and discussions are currently based on the premises of *Transdisciplinarity*, since it contemplates a more open vision in the scientific field, being possible the dialogue between all spheres that compose the knowledge (FREITAS et al. , 2016). It is worth mentioning that, among the cross-cutting themes identified in Law 9394/96, which establishes the Guidelines and Bases of Education (BRASIL, 1996), guiding the construction of transversal knowledge, the environmental dimension is present. Thus, it is imperative to adopt initiatives of a transdisciplinary nature in the public sector, as a joint effort to reach a sustainable society in accordance with the current demand for socio-environmental responsibility practices, which takes into account social participation in the process.

In summary, in view of the theoretical scenario addressed, the contextualization of the principles of sustainability in the public sector raises a new view of the State in the face of the dynamics of the elements that make up society. This must be seen in order to interconnect each of the principles with reality, and it is up to the administrative sectors to remain ethical and transparent, which are basic to public management. With a view to the restructuring of the State, through a reform of the public administration, it should be able to implement sustainable development actions that are feasible for success and replicability in other institutions, seeking a managerial improvement and raising the quality of life of the employees and the population as a whole. In this focus, the Ecos Committee of Pernambuco proposes to list a set of initiatives to assist innovative actions, from the perspective of sustainability and socio-environmental responsibility. Therefore, the greater are the deepening and detailing of the above aspects, the easier it is to determine the focus and scope of public policies in order to enhance and conserve natural resources, enabling the maintenance of ecosystem resilience, deployment of good management practices in the organs, seeking the structuring of a sustainable organizational environment and the elevation of the quality of life. However, the contradiction that is established regarding the reading of reality based on the fragmentation or articulation of the systems denotes additional difficulties for socio-environmental sustainability (CAVALCANTI, 1995).

4 SOCIAL ENVIRONMENTAL PLANNING OF THE ECOS PERNAMBUCO COMMITTEE

The Ecos Committee of Pernambuco was created based on the articulation between institutions, aiming to generate synergetic process to make feasible actions and potentiate initiatives. The strategy adopted seeks to increase the effectiveness and efficiency of the allocation of resources, as well as its purpose to place the participants focused on initiatives that enhance the country's public service. On the other hand, the emergence of socio-environmental responsibility, as an operational precept of the modern administration, is fully perceived in public institutions that are aligned with excellence in service delivery. With this double north, the Court of Auditors of the State of Pernambuco (TCE), the Court of Justice of the State of Pernambuco (TJ), the Regional Labor Court of the 6th Region (TRT), the Regional Court of Pernambuco (TRF5), in partnership with the Environmental Management Research Group of Pernambuco, Federal Rural University of Pernambuco (Gampe / UFRPE), formalized the group through Technical Cooperation Protocol No. 057/2014, and establishment of synergy and articulation between institutions, with the structuring of the Ecos Committee of Pernambuco (MELO et al, 2016).

As a general objective of the research, the social and environmental tactical planning of the mentioned committee was analyzed, in light of the principles of sustainability of Rohde (1995). In order to discuss this question, a qualitative and descriptive analysis was carried out, and it was sought to quantify the object of research by means of a gradation instrument. In this way, the search for secondary data was based on the documentary research (Fonseca, 2002), based on the following fields of knowledge: (i) Socio-Environmental Strategic Planning and (ii) Sustainability Principles. Based on the data of the committee's planning, a discourse analysis (SILVA, 2014) was carried out in a constructivist and interpretative way, supported by qualitative research, with the purpose of apprehending social reality and understanding this movement, seeking to determine the theoretical characteristics of proximity and distance from the Principles of Sustainability.

For the establishment of the quantitative analysis, a set of codes was constructed, facilitating future analyzes (Table 2). With the table, it was possible to visualize the relation present in the Socio-environmental Strategic Planning of the Ecos Committee of Pernambuco between themes

and guiding axes (MELO et al, 2016), establishing codes with the intention of systematizing the information, for an analysis relative to the degree of proximity or distance from the Principles of Sustainability, with the use of gradation: 1 - absent, 2 - median, 3 - present. These data were essential for analyzing whether such strategies are aligned with sustainability, as well as for confronting public policies and designing operational recommendations for such a procedure to be adopted by similar institutions. In this context, the discussion was based on the analysis of the charts obtained by verifying the degree of proximity between themes, guiding axes, the servers' proposals in the construction of the Committee's tactical planning (SILVA et al, 2017) and the Sustainability Principles.

Table 2. Relation themes and guiding axes contained in Socio-environmental Planning

Themes	Guiding axes
(A) Water Resources Management	1a. Research: Elaborate techniques, methods, mechanisms and good practices for efficient water use.
	2a. Education: disseminate good practices of water use.
	3a. Internal management: suggest an incorporation of techniques, equipment and good practices in management.
	4a. External visibility: present periodic monitoring and evaluation reports, as well as good water use practices.
(B) Solid Waste	1b. Research: identify the solid waste management plans of public agencies.
	2b. Education: train the workers to implement solid waste management.
	3b. Internal management: make feasible the implementation of waste management.
	4b. External visibility: disseminate the integrated solid waste management plan.
(C) Sustainable Purchases	1c. Research: Indicate resolutions, norms and laws that guide sustainable acquisitions.
	2c. Education: propose mechanisms that facilitate the understanding of sustainability by those responsible for the procurement of goods and services.
	3c. Internal management: disseminate the objectives to the areas involved in the acquisition process.
	4c. External visibility: demonstrate to society the viability of sustainable public procurement.

(D) Sustainable Buildings	1d. Research: raise the parameters of existing sustainable buildings.
	2d. Education: contribute to the adoption of sustainable construction parameters.
	3d. Internal management: recommend the practice of sustainable buildings.
	4d. External visibility: disseminate the good practices of sustainable buildings carried out by the institutions.
(E) Energy Efficiency	1e. Research: categorize mechanisms that increase energy efficiency in partner institutions.
	2e. Education: disseminate in institutions mechanisms that increase energy efficiency in partner institutions.
	3e. Internal management: implement in institutions mechanisms that increase energy efficiency in partner institutions.
	4e. External visibility: show society the mechanisms that increase energy efficiency in eco-partner institutions.
(F) Ecocitizenship	1f. Research: identify eco-citizenship initiatives.
	2f. Education: raise awareness to the importance of eco-citizenship.
	3f. Internal management: implement socio-environmental actions.
	4f. External visibility: promote solidarity actions.

Source: The author, 2016.

5 PRINCIPLES OF SUSTAINABILITY IN THE PLANNING OF THE COMMITTEE

Following the recommendations of Oliveira (2006), the planning of the Ecos Committee of Pernambuco details areas and focuses on themes, besides focusing on activities in the guiding axes, although this is a strategic planning document (SANTOS, 2010), defining goals by guiding axis, as Maximiano (2004) recommends. However, it is observed that the constituent elements present some level of connection between them, articulating themselves, integrating a design of complexity and communication between systems and institutional subsystems, as well as a connection with systems external to these institutions (LIEBER, 2015), making up the central ideas of this theory, the connectivity, the integration

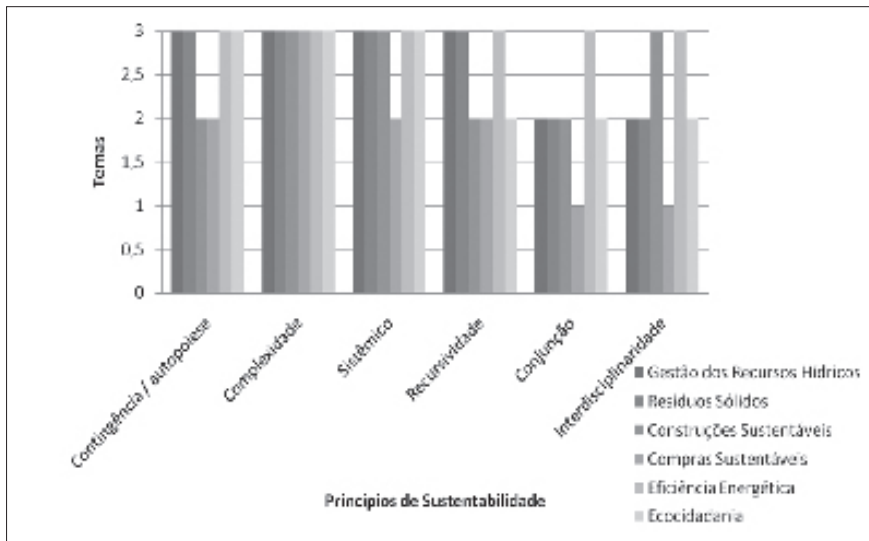
and the totality defended by Chiavenato (2004).

The analysis of the planning of the Ecos Committee of Pernambuco from the guiding axes (i) internal management, (ii) education, (iii) external visibility and (iv) research shows details of future operational steps in relation to sustainability principles. theoretical-practical reflection of the question.

5. 1. Guiding axis “internal management”

Regarding the guiding axis “Internal Management”, a high degree of approximation was presented, which covers most of the topics in question. The complex nature was the principle that had a high degree of common approximation in all the themes, due to the recognition of the challenges for the structuring and implementation of the recommended actions, since it implies a change of habits, the need to internalize a new institutional culture (Chart 1).

Chart 1 - Degree of proximity of the themes addressed in the strategic planning with the Sustainability Principles on the subject of internal management.

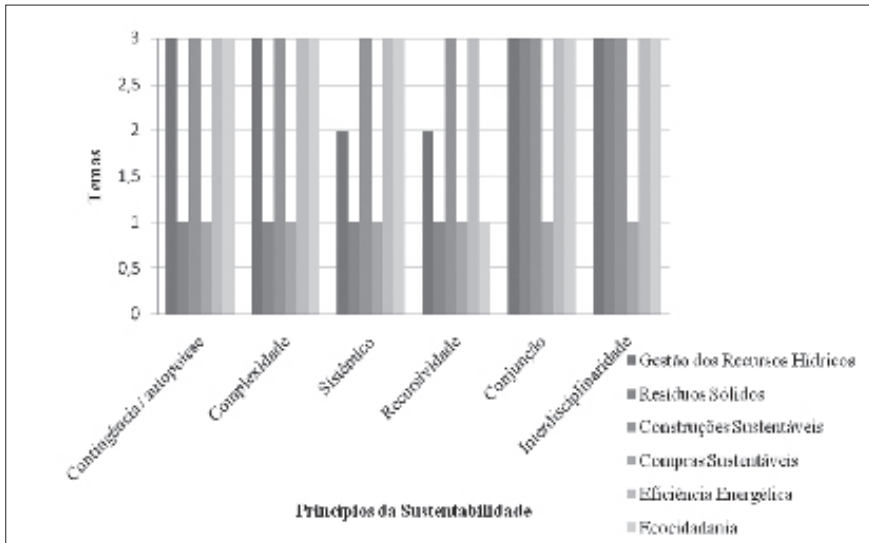


In particular, the Principles of Conjunction and Interdisciplinarity had a low degree of approximation because the propositions obtained characteristics of a more technical order in the majority; with this, it contemplates a unilateral dialogue, without treating a possible transversality in the actions undertaken. It is observed that the Principle of the *Conjunction* is not observed in its entirety. By its virtue it is possible to present innovative initiatives within the context of strategic planning in the public sector. This is emphasized by official documents such as Agenda 21 of Pernambuco (PERNAMBUCO, 2002), Brazilian Agenda 21 (MMA, 2002) and Agenda 21 Global (UNCED, 1992), the Sustainable Esplanade Program (PES) in Public Administration (A3P). Exemplifying this analysis, the proposals of: feasibility analysis; review of techniques, contracts and processes and the internalization of new sustainable criteria, allow the development of participatory action plans that support the present complex character, with a greater degree in the topics addressed. Faced with the challenge of complexity to internalize a change of institutional habit, Phillippi (2000) emphasizes that it is necessary to understand the stage environment of multiple processes derived from distinct rationalities, opening space for dialogue through the interrelationship of knowledge and, consequently, to re-signify environmental complexity on another level of ecological rationality.

5. 2. Guiding axis “education”

Based on the strategic planning of the Echo Committee of Pernambuco, the analysis of the guiding axis “Education” presents a greater degree of approximation in the proposals that integrate the conjunction of knowledge and interdisciplinarity (BRASIL, 1999). These aspects are of great relevance to problematize the issues raised in each area, allowing the transformation of data collection from research into knowledge through the hybridization of knowledge and, consequently, training and continuous improvement of the functional body (Chart 2).

Chart 2 - Degree of proximity of the themes addressed in the strategic planning with the Sustainability Principles on the theme of education



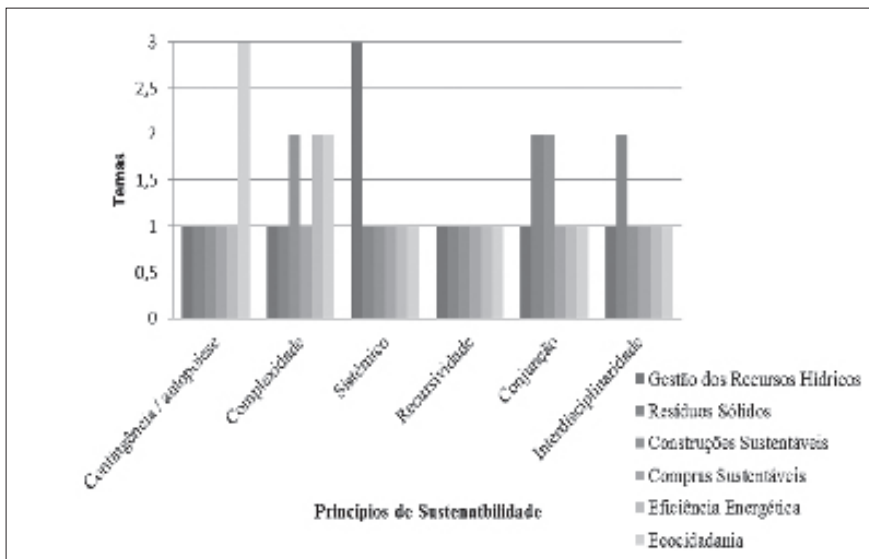
In the same axis, complex and systemic thinking is presented to a lesser degree along with *autopoiesis* (Capra, 2006; KEITEL, PEREIRA, BERTICELLI, 2012) and recursion (SILVA et al. , 2009); therefore, the proposals observed are structured with greater support in the elaboration of initiatives that contemplate the traditional tools of dissemination of knowledge as training / awareness raising, among other aspects. Exemplifying such analysis, the proposals of: education for the rational use of resources; continuous training covering the entire functional body from technicians, outsourcers etc; environmental education; dissemination of courses and seminars, as well as promotion of the discussion about good practices endorse the degree of approximation mentioned in the premises of the conjunction of knowledge and interdisciplinarity.

According to Leff (2012), in this theoretical field in which dialogue prevails, the conjunction of knowledge, in line with interdisciplinarity, allows the understanding of a given situation through different perspectives, since the high degree of different fields of knowledge results in greater effectiveness in the search for integrative educational initiatives.

5.3. Guiding axis “external visibility”

Finally, the analysis of the guiding axis “External visibility” presents less emphatically in the degree of approach of the majority of the subjects with the principles, mainly due to the fact that the proposals are reductionist and fractals; therefore, there is an absence of complexity, evidencing the recommendation of simple actions without further analysis of the external and internal context (Chart 3).

Chart 3 - Degree of proximity of the themes addressed in the strategic planning with the Sustainability Principles on the subject of external visibility



In this way, external visibility concentrates more force on isolated proposals. Only a few themes stand out and analyze the context in which they are inserted through the dialogue of knowledge. Exemplifying such analysis, the proposals of: dissemination of actions and dissemination of good institutional practices; database structuring; strategies for social participation of the functional body and actors outside institutions reflect the need for a more systemic approach.

The planning process of the Ecos Committee of Pernambuco has the purpose of allowing the articulation of the actions of the Courts between them, in a medium and long term horizon, with those of short term. S They

follow the the recommendations of Moura and Bezerra (2014) in order to identify indicators to measure effectiveness, efficiency and effectiveness (BURSZTYN; BURSZTYN, 2012), being guided on the *triple bottom line* (DIAS, 2001). It is observed that this document is in permanent analysis, and the Ecos Committee of Pernambuco has started the tactical planning, although there is no publication about it. This procedure is aligned with establishing the capacity of institutional planning over time, raising the level of success in the process of establishing public policies and socio-environmental practices. This is due to the repercussion of the impact of changing paradigms, new articulations and changes in scenarios previously delineated, resulting in a reordering of technical-operational precepts, as Matias-Pereira (2009) reminds us.

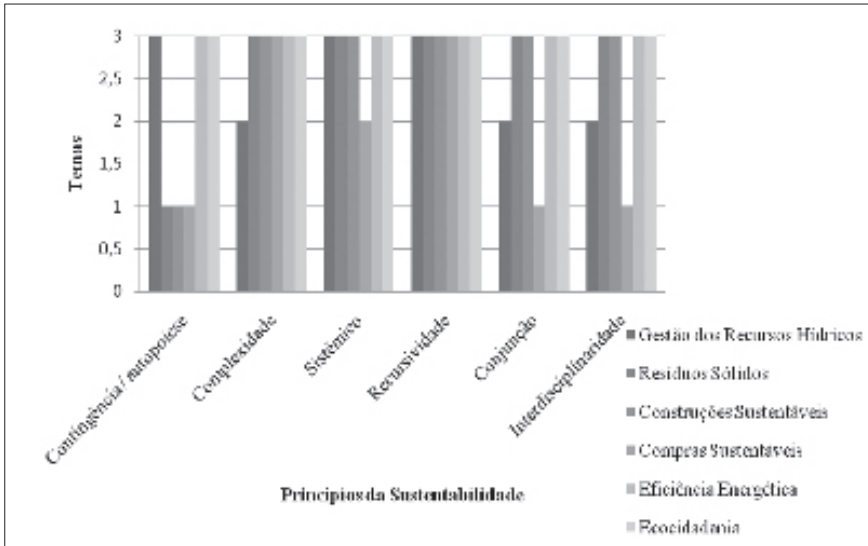
This strategy is aligned with the provision for the formulation of projects, programs and operational plans aligned with public policies focused on potential social transformations, from the perspective of interconnecting the various actors involved in the process. Thus, it potentiates actions through inter-institutional synergy (MATIAS-PEREIRA, 2009; TÔRRES; GÓIS, 2011), establishing a dialogue between all spheres that make up knowledge (FREITAS et al, 2016). In this way, it is understood that the Socio-Environmental Strategic Planning of the Ecos Committee of Pernambuco is close to several Sustainability Principles, and can be replicated in other articulations or similar institutional arrangements in the country and abroad.

5. 4. Guiding axis “research”

In this analysis, the guiding axis “research” presents a greater degree of approximation in the proposals with the support of the systemic and complex thinking, being able to elevate the process of adaptability of the company to reality, raising new technical and operational possibilities (WHIPP, 2004). They seek to balance quantitative and qualitative aspects throughout the process of establishing institutional social and environmental management, internalizing the recommendations of Cavalcanti (1995). However, recursion is the principle that encompasses all themes, since, when approaching the dynamic capacity of the system from the perspective of the development of a research, it is important to seek alternatives according to the specificity of each environment, being based on procedural recursion, continuous improvement and replanning,

aiming at the achievement of institutional objectives (CHIAVENATO, 2004). This precept is relevant for the institution to be able to reorganize itself against the different internal and / or external nuances (Chart 4).

Chart 4 - Degree of proximity of the topics covered in the strategic planning with the Sustainability Principles about the research topic



Still regarding the guiding axis “research”, it is observed a lesser degree of approximation with the conjunction of knowledge, interdisciplinarity and *autopoiesis*, aspects that complement each other in the conjuncture of the research, due to the necessity of the dialogue with other areas from the perspective of continuous improvement, as emphasized by Keitel, Pereira and Berticelli (2012). Exemplifying such analysis, the proposals of: identification; monitoring; quantification; mapping processes; understanding of the internal and external environment as well as the establishment of indicators corroborate with the aforementioned approximation of systemic and complex thinking. Given this premise, Capra (2006) emphasizes the importance of the process of adapting an organization to the environment. This idea, coupled with a dynamics of reorganization defended by Silva et al. (2009), supports the results obtained in understanding the “research” axis.

CONCLUSION

In analyzing strategic planning in the light of the Sustainability Principles, it was possible to understand some convergent and divergent aspects in the process of transmutation of theory into the practice of basics of sustainability. The initiative proposed by the Ecos Committee of Pernambuco, through Social and Environmental Strategic Planning, endorses the need to align academic knowledge with operational practice through, first, the appropriation and consequent empowerment by public organizations of the concepts of sustainability. The efficiency and effectiveness of the process in the strategic planning were achieved in the four axes (Research, Education, Internal Management and External Visibility). The structuring of Socio-environmental Strategic Planning, following the model adopted by the Ecos Committee of Pernambuco, presents a possibility of replicability in other institutions or institutional arrangements, in the public or private spheres. It is understood that this process is positive for organizations, helping them to increase knowledge of internal and external processes, allowing initiatives that lead to institutional adaptation, as long as environmental changes can be carried out with a view to institutional success.

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