

SLOVENSKA POT V SMERI INTEGRALNE PRENOVE

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Povzetek: Slovenska zgodba integralne prenovе je sestavljena iz številnih večjih in manjših zgodb. Najprej je to zgodba o *slovenski skupnosti na poti proti integralnemu zelenemu gospodarstvu in družbi*. Glede na pisne zgodovinske vire je to zgodbo mogoče slediti nazaj do kneževine Karantanije.

Slovenci smo znani po svoji pripadnosti naravi (povezani tudi z izredno bogato biotsko raznovrstnostjo in krajino), po bogastvu evropske kulture (z nemškimi, romanskimi, slovanskimi in ugrofinskimi vplivi), visoki ravni izobrazbe in tehnične kulture ter tradicije zadružnih podjetij, kot tudi po geografski legi v središču Evrope. Zaradi raznolikosti in občutljivosti prostora je za Slovenijo primerno le trajnostno kmetovanje - ekološko in integrirano. Organiziranost v skladu z načeli klasičnih zadrug štejejo za najustreznejšo za naša majhna kmečka gospodarstva.

Zadružno gibanje se je od svojega prvotnega nastanka v sredini 19. stoletja do začetka prve svetovne vojne močno razširilo in je prispevalo k razvoju domačega gospodarstva. Ključni zgodovinski osebnosti sta bila Janez Evangelist Krek in Andrej Gosar, ki je v 1930-ih pisal o novem družbenem redu, s katerim je želel združiti individualna gospodarska podjetja in skupnostne družbene vrednote. V času tako imenovanega socialističnega političnega režima po drugi svetovni vojni je bilo v več fazah izvedeno rušenje klasičnega zadružnega sistema.

Slovenija je bila prej tako imenovano "industrijsko srce" nekdanje Jugoslavije. Vendar pa je po manj kot 25 letih suverenosti in sprva cenjena zaradi navidezno neproblematičnega prehod iz sistema socialističnega samoupravljanja v zahodnoevropski koncept tržnega gospodarstva v letu 2009 "padla na kamnita gospodarska tla". To jo je soočilo z velikimi takojšnjimi težavami, zdaj pa predstavlja veliko priložnost za tako imenovano integralno prenovu slovenske skupnosti in gospodarstva. Številni posamezniki, skupine, organizacije in skupnosti si že prizadevajo za alternativno pot iz krize - v okviru trajnostnega paradigme razvoja, z inovativnim povezovanjem kulturne tradicije in sedanjih potencialov. Zgodba o gibanju za Integralno zeleno Slovenijo prikazuje, kako načrtno povezujemo in nadgrajujemo bogato raznolikost teh pobud.

Ključne besede: Slovenija, skupnost, zadruga, Janez Evangelist Krek, Andrej Gosar, tranzicija, kriza, integralno zeleno gospodarstvo in družba, Integralna zelena Slovenija

SLOVENIAN JOURNEY TOWARD INTEGRAL RENEWAL

Abstract: The Slovenian story of Integral Renewal consists of a multitude of stories, of several bigger and smaller stories. Firstly, it is the story about *the journey of a Slovenian community towards integral green economy and society* that can be, according to written historical sources, traced back to the principality of Carantania.

Slovenians are noted for their affinity to nature (connected also to extraordinary rich biodiversity and landscape), the richness of the European culture (with German, Roman, Slavic and Finno-Ugric influences), high level of education and technical culture, and tradition of cooperative enterprise, as well as their overall geographical position at the heart of Europe. Due to the diversity and sensitivity of the area only sustainable farming - organic and integrated - is appropriate for Slovenia, and organization in line with the principles of classical cooperatives is considered the most adequate for the Slovenian small property farming.

A cooperative movement has from its initial emergence in the mid-19th century to the beginning of the First World War enormously expanded and contributed to the development of the domestic economy. Seminal historical figures were Janez Evangelist Krek and Andrej Gosar, who wrote concepts for a new social order in the 1930's, seeking to combine individual economic enterprise and communal social values. Demolition of the classical cooperative was carried out in several stages during the so-called socialist political regime, after the WWII.

Slovenia was formerly the so-called "industrial heartlands" of the former Yugoslavia. However, after less than 25 years of sovereignty and initially praised for a seemingly non-problematic transition from socialistic self-management system to the Western European concept of market economy, Slovenia fell in 2009 on stony economic grounds. This presented her with huge immediate problems, but now she offers a great opportunity for the so-called integral renewal of the Slovenian community and economy. A number of individuals, groups, organisations and communities are already striving for an alternative path out of crisis – in the framework of sustainable development paradigm, through innovative linking of cultural tradition and present potentials. The story of the *Integral Green Slovenia movement* shows how the rich diversity of these initiatives is being purposely connected and upgraded.

Keywords: Slovenia, community, cooperatives, Janez Evangelist Krek, Andrej Gosar, transition, crisis, integral green economy and society, Integral Green Slovenia

1. The panel *Integral Green Slovenia as a new, socially responsible model of sustainable development for Europe*

The panel on Integral Green Slovenia at the IRDO 2015 Conference is a step further in co-creating a new, socially responsible model of sustainable development for Slovenia and Europe. Starting from the moral economic core and introducing four economic paths (self-sufficient community-based economy, developmental culture-based economy, social-knowledge based economy and "living" life-based economy), we are applying the theoretical framework of integral economics and integral development in an original and practical way in the context of European policies and institutions. Building on the country's potentials for all four, mutually reinforcing integral economic paths, and fundamental values underlying its cultural heritage, we will show that Slovenians have the opportunity, in both theory and practice, to co-evolve a national model of integral economy with prominence to social knowledge-based economy and the sustainable development goals – that is an Integral Green Slovenia.

For a distinction from traditional policy approaches, we are placing in the centre and as the starting point of practical policies and measures, fundamental values underlying the Slovenian and European cultural heritage, and building on the authentic Slovenian culture.

Furthermore, this unique process of social innovation is purposely building on the paradigm of sustainable development that encompasses four dimensions (i.e., economy, environment, society, and culture), with particular emphasis on values of sustainability and social responsibility. Drawing the threads together of our integral green

argument, we shall relate that to several existing EU policies for sustainable development (such as the green and social economy, social responsibility, organic food and energy self-supply), with a view to “smart integration” of them. Overall, we shall be making the case for an alternative to economic austerity: the case is simultaneously oriented to knowledge creation, sustainable development and the creation of new sources of livelihood. Slovenia, a small country located at the heart of Europe, is thereby introduced as a pilot case in point, with an authentic identity.

The Slovenian integral green path will be presented and substantiated with practical examples and sectorial overviews, among them:

- Agriculture, particularly organic farming (including bio-dynamics) as a sector that plays a very important role in the transition to an integral green economy. Prominent cases of Nature and Community Based Self Sufficiency.
- Traditional resource management knowledge – The case of Commons.
- The case of Solčavsko, internationally renowned best practice of sustainable tourism and developmental, culture based economy.
- The Heart of Slovenia - a story of innovative ways of connecting people and as integral intertwining of entrepreneurship, tourism and self-sufficiency.
- Kindergarten Oton Župančič from Slovenska Bistrica, with its unique approach to the education of infants and young children and to the personality development of employees, in close association with children’s families and communities, is strengthening knowledge and wisdom, as well as social responsibility for nature, heritage and values.
- Biotechnical Centre Naklo as an educational research centre for organic agriculture and sustainable development illustrating how economic self-sufficiency and nature-based-education come together.
- From traditional cooperatives (with seminal historical figures Janez Evangelist Krek and Dr. Andrej Gosar) to various models of establishment of cooperatives, social entrepreneurship and economic democracy in Slovenia today, we will build the argument for Slovenia as a social, knowledge-based economy.
- Domel from Železniki, one of the leading technology based enterprise in the country, which has become the leading example of an integral approach in Slovenia’s corporate world, is proving that an alternative route out of the economic crisis is possible - with a successful model of employee ownership, which is close to the model of cooperatives and social entrepreneurship.

The panel is oriented toward policy and decision makers in the EU, concerned with environmental, economic and social policy. We are planning to reach, in a period of a few months after the IRDO Conference, the European Parliament and other policy and decision makers on EU level. IRDO scientific audience, social innovators and influential Slovenian personalities on EU level are invited to co-create the supportive argumentation for this national project.

2. Integral Worlds Approach and Integral Green Slovenia

The continuing inspiration for the activities towards Integral Green Slovenia is the theoretical model of Integral Worlds Approach, particularly the theories of Integral Economics and Integral Development, developed by Ronnie Lessem and Alexander Schieffer from Trans4m’s Institute for Integral Development in Geneva, with its transdisciplinary, transcultural and transformative character (2010 a and b). According to this approach, every social system needs to find, in order to be and stay sustainable, a dynamic balance between its four mutually reinforcing and interdependent ‘worlds’ and its ‘centre’. In other words, a living social system consists of a Centre: the realm of religion and humanity; South: the realm of nature and community; East: the realm of culture and spirituality; North: the realm of science and technology; and West: the realm of finance and enterprise. The same then applies to a sustainable approach to economics. An Integral Economy comprises as well a centre and four ‘worlds’ or four economic paths:

- The ‘southern’ natural and communal realm promotes the self-sufficient community-based economy (e.g. Šentrupert Municipality in Slovenia; Grameen Bank, Bangladesh; SEKEM Initiative, Egypt).
- The ‘eastern’ cultural and spiritual realm promotes a developmental culture-based economy (e.g. The Heart of Slovenia; Sarvodaya, Sri Lanka).
- The ‘northern’ scientific and technological realm promotes a social knowledge based economy (e.g. Domel from Železniki, Slovenia; Mondragon Cooperatives, Spain).
- The ‘western’ realm was promoted in the past through a neoliberal market economy; but below the surface one can see the gradual emergence of a “living” life-based economic realm – which is basically a creative revisiting of the Anglo-Saxon economic model with a strong focus on ecology and sustainability (e.g. Pistrel, Ajdovščina; Interface, USA).

- The moral economic core is related to the innermost value base to be found in each society which is either related a religious and/or secular, humanist articulation of such a value base (e.g. Kindergarten Oton Župančič, Slovenska Bistrica; SEKEM Initiative, Egypt).

In the development of the initiative for Integral Green Slovenia, the initial assumption was that Slovenia had specifically great potential for integral development by drawing upon its natural *and* cultural heritage, as well as its relevant scientific thinking and good social and economic practices, similar to the potentials exhibited in seminal integral models presented from different cultures. In the process of co-creating an Integral Green Slovenia, we are discovering our integral or potentially integral practices, and aligning them with (already) internationally recognised models of integral economy and sustainable development as a part of socially responsible practice. We can say that we take a transformative, integral approach to economic renewal, with also a green orientation. (Piciga et al., 2015)

3. Slovenia on the path of Integral Renewal

The Slovenian story of Integral Renewal consists of a multitude of stories, of several bigger and smaller stories. A number of them will be unveiled through presentations of good practices mentioned above. But firstly, it is the story about the *journey of a Slovenian community towards integral green economy and society* that can be, according to written historical sources, traced back to the principality of Carantania (Carantania and Prince's Stone). The ancient ritual of installing Carantanian dukes in the Early Middle Ages attributed power to rulers not from God or via inheritance, but from (the representatives of) the people, during the period 664 until 1414. This democratic ceremony was, more than three centuries later in fact, allegedly drawn upon during creation of the U.S. constitution. According to historical records, Carantania as an independent political entity existed between the years 664 and 745, to be, in a manner of speaking, then, reborn after more than twelve centuries of subordination to various European nations and states in 1991 as the Republic of Slovenia.

Today, Slovenians are noted for their affinity to nature (connected also to extraordinary rich biodiversity and landscape due to its location at the junction of several ecological systems), the richness of the European culture (with German, Roman, Slavic and Finno-Ugric influences), high level of education and technical culture, and tradition of cooperative enterprise, as well as their overall geographical position at the heart of Europe. We can say Slovenia is Small, Diverse, Green and Beautiful.

Vast woodlands are covering approximately 62 % of the land. There are several Natura 2000 designated areas covering 36 % of the land - the largest percentage among EU member states. Slovenia's natural endowment has been enhanced by a tradition of close-to-natural forest management and by low-intensity farming. (OECD, 2012). The Slovenia's brand I FEEL SLOVENIA (The Brand of Slovenia, 2007) connects nature and community (humanity) in the following way: "*We wish to contribute and preserve Slovenian green for future generations.*" It is hence not surprising that the Slovenia's brand emphasizes that organic development is unanimously supported by Slovenians and expresses our mission as: "Slovenia is moving forward with nature".

Slovenia was formerly the so-called "industrial heartlands" of the former Yugoslavia. However, after less than 25 years of sovereignty and initially praised for a seemingly non-problematic transition from socialistic self-management system to the Western European concept of market economy, Slovenia seems to be the "Fallen Star" of the European transition countries due to economic, financial and political crisis, interpreted also as crisis of values, in the course of which austerity measures were imposed by the EU and international institutions. It is more than obvious then, that Slovenia seeks for an alternative path out of crisis, following, *inter alia*, the principles of integral renewal, as we shall see, through innovative linking of cultural tradition and present potentials. And indeed, a number of individuals, groups, organisations and communities are striving for this noble aim. During our panel, we can refer to only small part of the topic, also recognizing that the newly independent Slovenia is being assisted on its path of renewal by several policies of the European Union, particularly those related to sustainable development (while impeded by certain others, i.e. macroeconomic and fiscal policies). (Piciga et al., 2015)

4. The culture of farming – agri-culture (Jože Osterc)

Integral green economy requires efforts for sustainable development of all human activities. Agriculture is one of the sectors, which play a very important role in the transition to a green economy. All activities that have been developed through the history in a certain region, shaped it, and determine its identity and even the character of its inhabitants today have to be included in its development. People's activities in a region shaped also its landscape, culture of living, and also its cuisine. All this is a heritage of a region, a country, Europe and even the world. Many of these activities and qualities can be preserved indirectly by retaining the care that was responsible for shaping these activities and qualities. Agriculture is one of the activities that had in Slovenia important parallel tasks. In some regions, less favourable for farming, the value of these tasks is equal or even higher than agricultural produce. (Osterc, 2014)

Slovenia has many areas which are less favourable for farming than in many places in Europe and in the world. However, in these very areas, a specific cultural landscape with specific forms of life and creating was formed by virtue of farming. It is very important to look in these areas on farming as a culture of farming (agriculture). Only such viewing makes possible the right assessment of the importance of farming, which is a precondition for an adequate agricultural policy, which assures preservation of the majority of agricultural land for farming and with this for the production of food, national sovereignty, and preservation of a cultural landscape with all its qualities, which enable Slovenians to survive in this place. Without preservation of even marginal agricultural areas for food production and preservation of population in these for agriculture less favourable areas, Slovenians as a nation will not survive. For Slovenians, agriculture is irreplaceable also from the national point of view. In Slovenia, in recent decades, too much fertile soil has been lost due to lack of responsibility. That's why changing the purposes of agricultural land and its loss should be strictly limited.

In our marginal and hilly regions, in economic terms, agricultural harvest is not able to compete with the harvest in flat regions of Europe and the world where the conditions are better. That's why we should not expose this agriculture without protection against the global food production and global trade with agricultural products. We must be aware that nowadays, usually the capital of multinational companies dictates the direction of development. Submission to multinationals doesn't only mean jeopardizing sustainable development of agriculture, it means threatening sustainable development of all areas of humans' activity. In EU, many proposals of acts, decrees and agreements are formed which compromise the goals of sustainable development; they are, however, profitable for multinationals, which advocate globalisation and interests of capital. All this is contributing to social inequality, and creates tensions between different parts of the population. EU will have to change this behaviour in order to survive in the long term.

Because of natural conditions (e.g., karst, diversity of terrain, transit ways), Slovenia is much more sensitive to the form of farming than some other regions in the EU. It is clear that organic farming will be becoming more and more important. However, we will have to mostly practice integral farming, if we want to reach Integral green Slovenia. Integral farming is more demanding than the conventional one. It requires more knowledge on producing, processing and marketing, and better and connected organisation at all levels.

Throughout the history, Slovenian farmers were very well connected in the cooperative system. The Raiffaisen cooperative model was the basis for Janez Evangelist Krek; it says that the fundamental goal of cooperative organising is not only economic progress, but in the first place the realization of Christian love to one's neighbour and moral renovation. Krek with his co-workers established an exceptional number of cooperatives and cooperative savings banks; regardless of their later business efficiency, they prevented financial destruction of many Slovenian farmers and with this the loss of the property rights on their farms. Farmers are connected in the cooperative system also today; however, these connections are in many cases weak and will have to be improved. When preparing the Act on cooperatives in 1992, the ministry responsible for agriculture reached in the expert discussions the conviction that for the Slovenian small property farming, the most adequate organization matches the principles of classical cooperatives.

To summarize: due to the diversity and sensitivity of the area, only sustainable farming - organic and integrated - is appropriate for Slovenia, and organization in line with the principles of classical cooperatives is considered the most adequate for our small property farming.

5. The cooperative movement and Prof. Andrej Gosar (Gorazd Pavlek)

The corporate management in the Republic of Slovenia with its specific transition and its socialist self-management - two models from our recent history - didn't have the desired effect; hence the integral renewal may base in good business practices, which were deemed successful in our area in the past and exist in similar form in the EU, even today. Cooperative is one such corporative business model. Cooperative movement has from its beginnings in the mid-19th century to the beginning of the First World War enormously expanded and contributed to the development of the domestic economy. Above all, it saved from collapse craft workshops, farms and helped the working class in factories and thus became one of the most important foundations for the Slovenian national economy. Only the number of farmers' cooperatives, for example, amounted at the end of 1937 to a total of 1677; the strongest group was credit cooperatives (about 500 of them). (Pavlek, 2014 a)

Seminal historical figures were Janez Evangelist Krek and Andrej Gosar. Professor Andrej Gosar was a lawyer, politician, sociologist and pedagogue, who publicly operated mainly in the period between the two world wars. He had a broad insight into the political, economic and social situation and the circumstances of the time, caused by the global economic crisis and revolutionary regimes, Fascism, Nazism and Communism. He wrote about a new social order in the 1930's (Za nov družabni red I, II), seeking to combine individual economic enterprise and communal social values in newly integral guise. (Pavlek, 2014 b)

Gosar is considered not only the great men of our territory, but he also ranks among the visionaries. He not only foresaw the need to change political democracy and economic system; with systemic consideration he also gave guidance for self-governing society, starting from the human and reform that should cover the social life in its entirety, stressing that any reform should be built on the social and economic specificities of its era. "Never in the history was the entire life of the people in the society so comprehensively interconnected and intertwined, as it is today. Hence it was never so needed and true as it is today that the society can be really successfully reformed only in its entirety, rather than by individual spheres of social life."

For Gosar, the bases of the new social order are personal liberty, private property rights, market forces and strong government regulation. The state is also responsible for the fair and social policy, which is to provide work for all of working age and the fair distribution of government revenue. It derives from the principle that the property has social duties. If it does not, the State has the right of socialization/nationalization, which is carried out through the taxation of luxury or wastefulness. Such a reform also requires a moral transformation of humans - individuals who will act according to the principle of solidarity and will consume their goods in a reasonable manner. Gosar is a supporter of a strong national economy, which, however, cannot be self-sufficient. It is vehicle of economic development and cooperation with other national economies. The significance of his advocacy can actually be recognized only today, when we can observe collapses of national economies, particularly in the interest of a-national capital - hedge funds that through purchases of government bonds and with the help of private rating agencies determines the fate of national economies.

Gosar's efforts were thwarted at the time, but his legacy lives on in Slovenia and cuts across the ideologies of the current political parties with a view to reconciling them.

Demolition of the classical cooperative was carried out in several stages during the so-called socialist political regime, after the WWII. Numerous initiatives to re-establish traditional cooperatives during last 24 years, in the period of democratic independent Slovenia and market economy, faced several obstacles and had a very modest success. The modern European concept of social entrepreneurship and social economy with the Mondragon Cooperative as the most prominent case has only recently contributed to the passing, in 2012, of the Social Entrepreneurship Act, and in 2013 of the Strategy of Social Entrepreneurship. The share of the social entrepreneurship sector (with different organisational form) today in Slovenia amounts to only approx. half of the share in the EU as a whole. (Pavlek, 2014 a)

5. The story of the Integral Green Slovenia movement

The rich diversity of initiatives for integral green development of the Slovenian economy and society – some of them are presented and discussed at the present panel – is being purposely revealed, connected and upgraded in the framework of the *Integral Green Slovenia* movement. The beginning of the story of the movement can be traced back to 2011 when cooperation between its three leading figures - Darja Piciga, Ronny Lessem and Alexander Schieffer – started. Interestingly enough, we can even trace the story – as a process of creating and implementing a holistic vision of a sustainable future - back to May 2008, when an interdisciplinary and cross-sector group co-created the *Green Oasis Scenario* – the story of Slovenia as the global leader in sustainable development (Development Scenarios, 2008).

At the IRDO 2012 Conference, the idea of Slovenia's development as a model of integral, low carbon economy and society was presented for the first time (Piciga, 2012). Draft strategy for the transition to a low-carbon society (Draft Strategy, 2001, 2012) had already included key elements of Integral Worlds approach, borrowed from Lessem and Schieffer (2010 a and b), i.e. four worlds and the moral core. As argued by Bečić at al. (2013), the Integral Worlds framework presents a promising new paradigm for sustainable social (not only economic) research and innovation on different levels. This holistic model for the full value, equilibrium of all components, is reflected in the vision of Slovenia as a highly integrated and inclusive society with an excellent business sector and a high quality of life, space and natural environment. The Slovenian Low Carbon Strategy was from the very start conceived so as to promote synergies and cross-sector integration, respect cultural and natural heritage, encompassing all three dimensions of sustainable development, etc.

In the period November 2012 – March 2013, the policy planning processes led to the inclusion of Integral Worlds Approach into the guidelines for action of some draft policy documents. A comparative review of integral elements revealed that in Slovenia there have already been established concepts consistent with the theory of integral economics (such as corporate social responsibility, social entrepreneurship, green economy) and that we have some knowledge and experiences of integral policy planning. (Piciga, 2013)

Based on scientific and policy planning work in the period August 2011 – March 2013 the idea of Slovenia as a model of integral, sustainable and socially responsible, i.e. healthy and harmonious economy and society was further developed during 2013 and 2014. The most important milestones on this path:

- **A citizens' initiative for the wholesome life in the internationally respected community of Slovenia: Integral Green Slovenia** (April 2013). It was prepared and signed by a group of more than 20 distinguished Slovenian experts, and widely communicated in April 2013. (Piciga et al., 2013).
- In May 2013, five short conferences titled “Integral Green Slovenia” with Professor Ronnie Lessem resulted in the proposal TOWARDS AN INTEGRAL GREEN SLOVENIAN ECONOMY: IGSE, starting from the moral economic core and introducing four economic paths (self-sufficient community-based economy, developmental culture-based economy, social–knowledge based economy and “living” life-based economy). Each economic path builds on what has come before, as well as being centred upon the Slovenian moral economic core. (Lessem, 2013)
- In September 2013, The First International (and also World) Conference on Integral Economy called INTEGRAL GREEN ECONOMY FOR A BETTER WORLD took place in Slovenia, at the University of Maribor and BC Naklo, with key contributors to an integral economy from around the world and prominent speakers from Slovenia, presenting also tens of good integral green practices (already established or emerging). The Conference confirmed that Slovenia has excellent potentials and a unique opportunity to become a role model for an integral green economy in Europe, enabling the country to overcome its economic crisis in a dignified way. The way for Slovenia to become the first country of an integral green economy would lead through connecting and upgrading good practices mentioned above and weaving, in a creative way, various EU development policies (e.g., policies for green economy, social responsibility and social entrepreneurship). (<http://www.bc-naklo.si/index.php?id=2525>)
- The 2nd International Conference INTEGRAL GREEN ECONOMY FOR A BETTER WORLD – IGE2014 took place at Biotechnical Centre Naklo in November 2014, with the Citizens' initiative for Integral Green Slovenia as the main organiser and with the assistance of more than 20 co-organizers and supporters. The conference shed light on Slovenia’s unique national process and introduced distinctive real-life cases presenting the emergent integral green economy – locally, regionally, nationally and internationally – in relation to all four economic paths and the moral core, with prominence to Social Knowledge-based Economy and the Sustainable Development paradigm. The Figure 1 presents *the state of the art* of the Slovenian integral green model. (<http://www.bc-naklo.si/index.php?id=2917>)

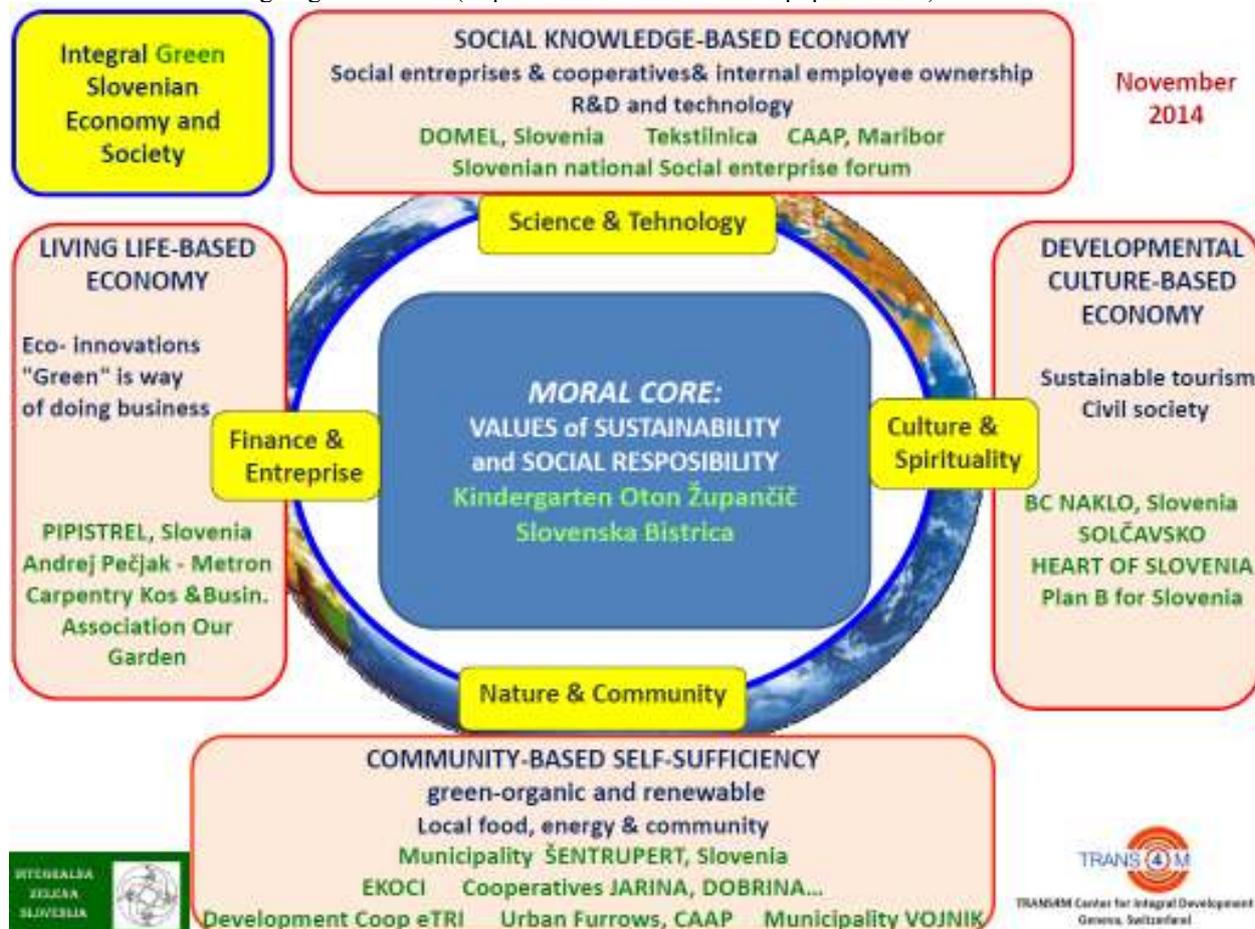


Figure 1: The model of Integral Green Slovenian economy and Society

During 2013 – 2015, the informal network for Integral Green Slovenia organised several smaller events, presented its key messages at various other events, and published them on national and international levels. Credits for the results achieved so far go to a number of supporters, among them distinguished Slovenian social innovators – in theory and practice, organisations and institutions. Only part of them will join the panel *Integral Green Slovenia as a new, socially responsible model of sustainable development for Europe*.

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