



Governance for Sustainable Development: Key areas, and examples from EU member states

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Advisory Councils

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Overview

- ① Key areas of governance for SD for which provisions need to be settled
- ② Translated for SD strategies this means..
- ③ Examples from EU member states for selected key areas:
 - horizontal and vertical coordination
 - participation / stakeholder involvement
- ④ SD councils: Functions and capacities





① Key areas of governance for SD (Steurer, IISD)

- 1. Common vision and strategic objectives** (for a strategy / a program):
 - long-term vision operationalised with SMART strategic objectives
 - comprehensive (SD dimensions/sectors, geographically) and selective
- 2. High-level political commitment / responsibility**
- 3. Horizontal integration:**
 - involvement of all / concerned departments
 - political and administrative coordination mechanisms needed
 - link / coherence with other strategies
- 4. Vertical integration**
- 5. Participation / Stakeholder involvement**
- 6. Implementation mechanisms:**
 - poss.: legislative underpinning, - a safeguard for continuity?
 - policies+actions derived from the objectives
 - poss.: Impact Assessment, incl. budget (?)
- 7. Monitoring, evaluation and SDS renewal**
 - indicators
 - (“evidence-based”) policy-learning



② Translated for SD strategies this means:

1. Political decision:

- we want / need a SD strategy
- “sustaining” the process of ‘verduurzamen’
- an entity to be made lead responsible for the development

2. The SD strategy needs:

- to define the long-term vision and strategic objectives
- to cover and settle all the key areas of governance

3. Development of the SDS:

- lead responsibility for development phase is clear (s.1.), might be changed during the process
- development phase to follow the key governance characteristics for SD: horizontal+vertical coordination, stakeholder involvement, address role of Parliament
- explore and put in place the implementation mechanisms
- possibly: prepare for legislative underpinning

4. “Implementation”



③ Member States: SDSs since... [1a]



| | SD strategy from | SDS reviews, revisions and other activities | Participation / SDC established |
|------------------------|--|---|---|
| UK | 1994 SDS 1999 2nd SDS | 2004/05 review 2005/06 SDSs in regions 2007: SD Indicators, Action plan | 2000 (succeeding a Roundtable for SD, 1994) |
| Finland | (1990 report, 1995 report) 1998 SDS | 2003 Progress report 2006 revised SDS, SD Indicators | 1993 [mixed] |
| Sweden | 1994-99 "green Sweden" 2002 SDS | 2004 revised SDS, SD Indicators 2006 revised SDS, SD Indicators | - Environment Council (1968); - SD Commission [mixed] (2007) |
| Ireland | 1997 | 2002 > 2003: reporting on indicators for all sectors | 1999 |
| Luxem- burg | 1999 | 2004 law 2008/09 review SDS | 2005 |
| Belgium | 2000 | 2003/04 review 2004-08 revised SDS 2009-13 draft for revised SDS | 1993 (reinforced legal basis in 1997) |
| Germany | 2002 | 2004 Progress report 2006 SD Indicator Report 2008 2nd round Reporting 2009 Peer Review 2012 next Progress Rep. planned | 2001 |
| Austria | 2002 | National SDS agreed 2009 (joint federal and regional) | 2002 |



③ Member States: SDSs since.. [1b]



| | SD strategy from | SDS reviews, revisions and other activities | Participation / SDC established |
|--------------------|--|---|---|
| Denmark | 2002 SDS | [work on a revision in 2007/08] | [Danish Nature Council dissolved in 2002] |
| Netherlands | <i>(NEPs: 1989, 1993, 1997, 2001)</i> 2002/03 SD Action Programs | <u>2007 Peer Review</u> | <i>no SDC, other councils engaged in SD:</i> <i>RMNO, SER, RLG, VROM-raad</i> |
| France | 2003 SDS | <u>2005 Peer Review</u> 2006 revised SDS 2008 Progress report 2009 new SDS: draft for cons. | <i>1993-2003 CFDD</i> <i>2003-2008 CNDD</i> <i>from 2010: CNDDGE</i> |
| Czech Rep. | 2004 SDS | 2006 Progress report 2007 2nd Progress report | 2003 [mixed] |
| Portugal | (NEP 1995) (SDS drafts 2002, 2004) 2007 SDS | [Annual Progress Reports, 2010 planned Review] | 1998 |
| Hungary | (NEPs 1997, 2003) Nat.Env.Program 2003-08 2007 SDS | [Biennial SD Action Plans] | - Environment Council OKT (stakeholders) since 1995 - SDC established by Parliament in 2008 |
| Spain | 2007 SDS | - | - Environment Council CAMA (stakeholder type) since 2004 |



③ Member States: [2a] Horizontal coordination



| | Lead Institution | Political coord. | Admin. coord. | Parliament |
|-----------|--------------------------------------|--|---|---|
| UK | Min. Env. | <i>Sub-Comm. Env+ Energy of the Econ. Dev. Comm.</i> | SD Task Forces | Env. Audit Comm. |
| Finland | Min. Env. | <i>(National Commission on SD)</i> | "Network secretariat" | Committee for the Future |
| Sweden | Min. Env. (was: PM Office) | | was: Coordination Unit in PM Office (still coord. the EU SDS) | <i>Many special Committees, involving academia + stakeholders</i> |
| Ireland | Min. Env. | <i>High-Level Inter-Departmental Steering Group</i> | | Sub-committee: Joint Oricheastas Committee on SD |
| Luxemburg | Min. Env. | <i>[Interdepartmental Commission of SD (ICSD)]</i> | | |
| Belgium | <i>ICDO, PODDO, + Bureau du Plan</i> | <i>[Interdepartmental Commission of SD (ICSD)]</i> | <i>Programmatorische federale overheidsdienst PODDO</i> | |
| Austria | <i>Min. Env. / (Chancellery)</i> | (-) | Committee for a Sustainable Austria (Min., social partners+regions) | |



③ Member States: [2b] Horizontal coordination



| | Lead Institution | Political coord. | Admin. coord. | Parliament |
|--------------------|--|--|--|--|
| Germany | Chancellery | State Secretary Committee | Working Group for SD (preparing the State Secr. Comm.) | Parliamentary Advisory Committee on SD |
| Denmark | Min. Env. | ? | ? | - |
| <i>Netherlands</i> | Min. Env. | <i>(Cabinet sub-committee?)</i> | Contact Persons Group (CPO) | - |
| France | <i>Min. Env. (+ ...)</i> | - | <i>*Inter-Ministerial Committee for SD (ICSD)</i> | - |
| Czech Rep. | <i>(Government Council for SD)</i> | <i>(Government Council for SD)</i> | <i>(Government Council for SD)</i> | - |
| Portugal | <i>Min. Env. (PM Office was planned)</i> | - | (Responsibilities for each measure) | - |
| Hungary | <i>Nat. Dev. Agency, Min. Env.</i> | - | - | <i>(SD Council)</i> |
| Spain | Min. Env. | <i>Inter-Ministerial Commission for the Coordination of the NSDS</i> | - | - |



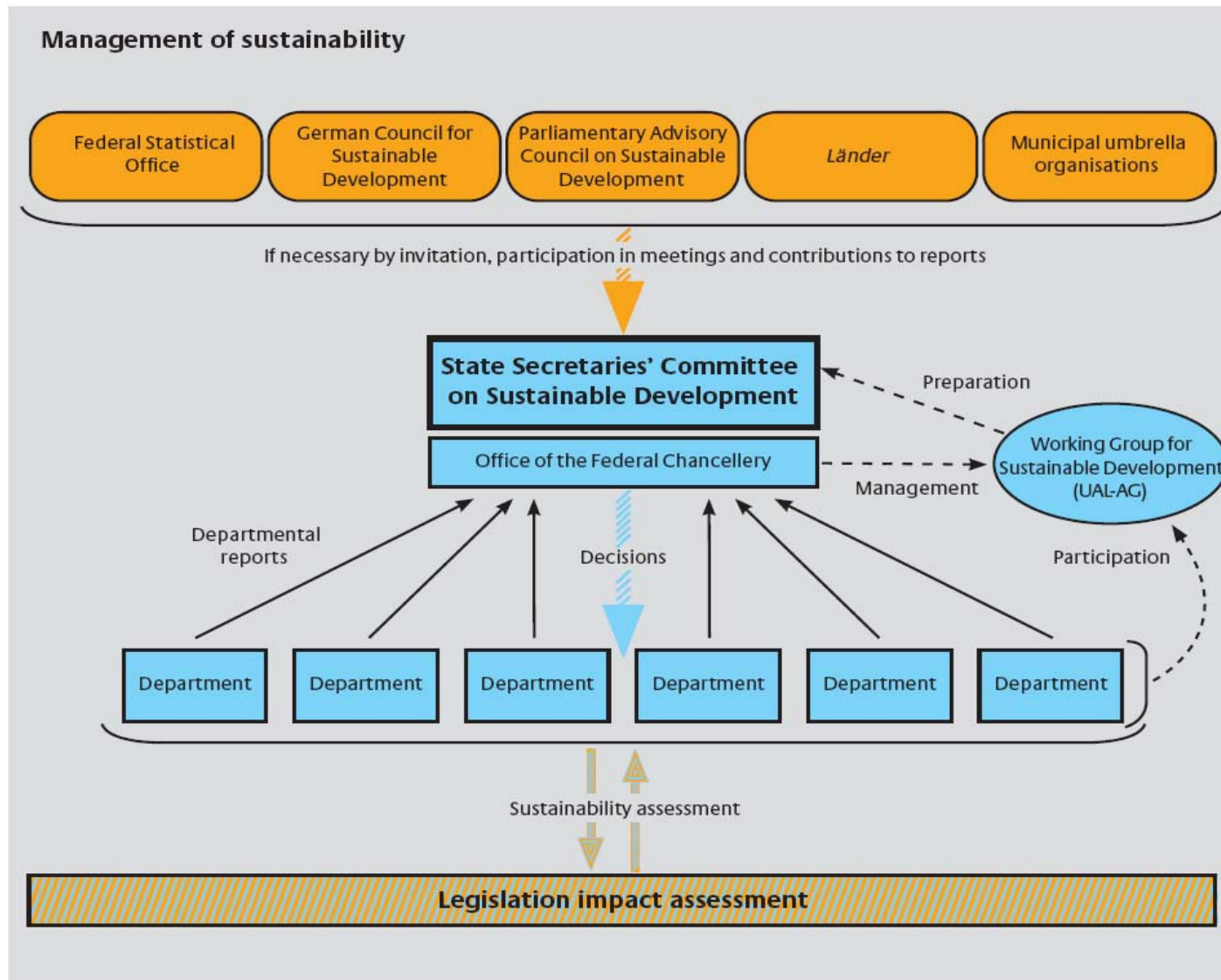
③ Member States: [2c]

Types of Lead and Horizontal coordination

- **“Chiefsache”:**
Lead of the PM Office
political and administrative coordination mechanisms
(committees..)
DE, was also in SE, mixed: FI
- **Lead of one Ministry:**
typically Ministry for Environment (or Ministry for Finance)
some coordination mechanisms
and/or all Ministries to develop their own SD plans, and
(external) support for implementation and watchdog: UK
- **Matrix structure or other combined responsibility:**
different cross-cutting bodies: BE



Horizontal coordination: Structure in Germany (slide by Stefan Bauernfeind, Chancellery)



③ Member States:

[2d] Lessons from Horizontal coordination



- **Demonstrate commitment by high-level chairing of the respective committee**
- **Ensure broad participation of Ministries**
- **Meetings to be held regularly**
- **Create standing inter-departmental structures on working level**
- **Define a work program in advance**
- **Do not allow delegation of participation**
- **Secure added value for the Ministries: Committee as strategic forum; organise discussion with external experts**
- **Ensure broad ownership: agenda of the meetings; individual Ministries to report...**



③ Member States: [3] Ministries' portfolios



| | Lead Institution | If Ministry: what is the portfolio? |
|--------------------|--------------------------------------|--|
| UK | Min. Env. | Department for Environment, Food and Rural Affairs (DEFRA) |
| Finland | Min. Env. | Ministry of the Environment |
| Sweden | Min. Env. (was PM Office) | Ministry of the Environment |
| Ireland | Min. Env. | Department for Environment, Heritage and Local Government |
| Luxemburg | Min. Env. | Ministry of the Environment |
| Belgium | ICDO, PODDO, Bureau du Plan | [Minister for Climate and Energy] |
| Austria | Min. Env. / (Chancellery) | Ministry for Agriculture, Forestry, Environment and Water Management |
| Germany | Chancellery | - |
| Denmark | Min. Env. | Ministry of the Environment |
| Netherlands | Min. Env. | Ministry of Housing, Spatial Planning and the Environment |
| France | Min. Env. (+ ...) ["Min. for SD"] | Ministry of Ecology, Energy, Sustainable Development and Sea [*also includes transport] |
| Czech Rep. | (Government Council for SD) | [run by the Ministry of the Environment] |
| Portugal | Min. Env. | Ministry for Environment, Spatial Planning and Regional Development |
| Hungary | Min. Env. / Nat. Dev. Agency | Ministry of Environment and Water |
| Spain | Min. Env. | Ministry of Environment, Rural Development and Marine Affairs |



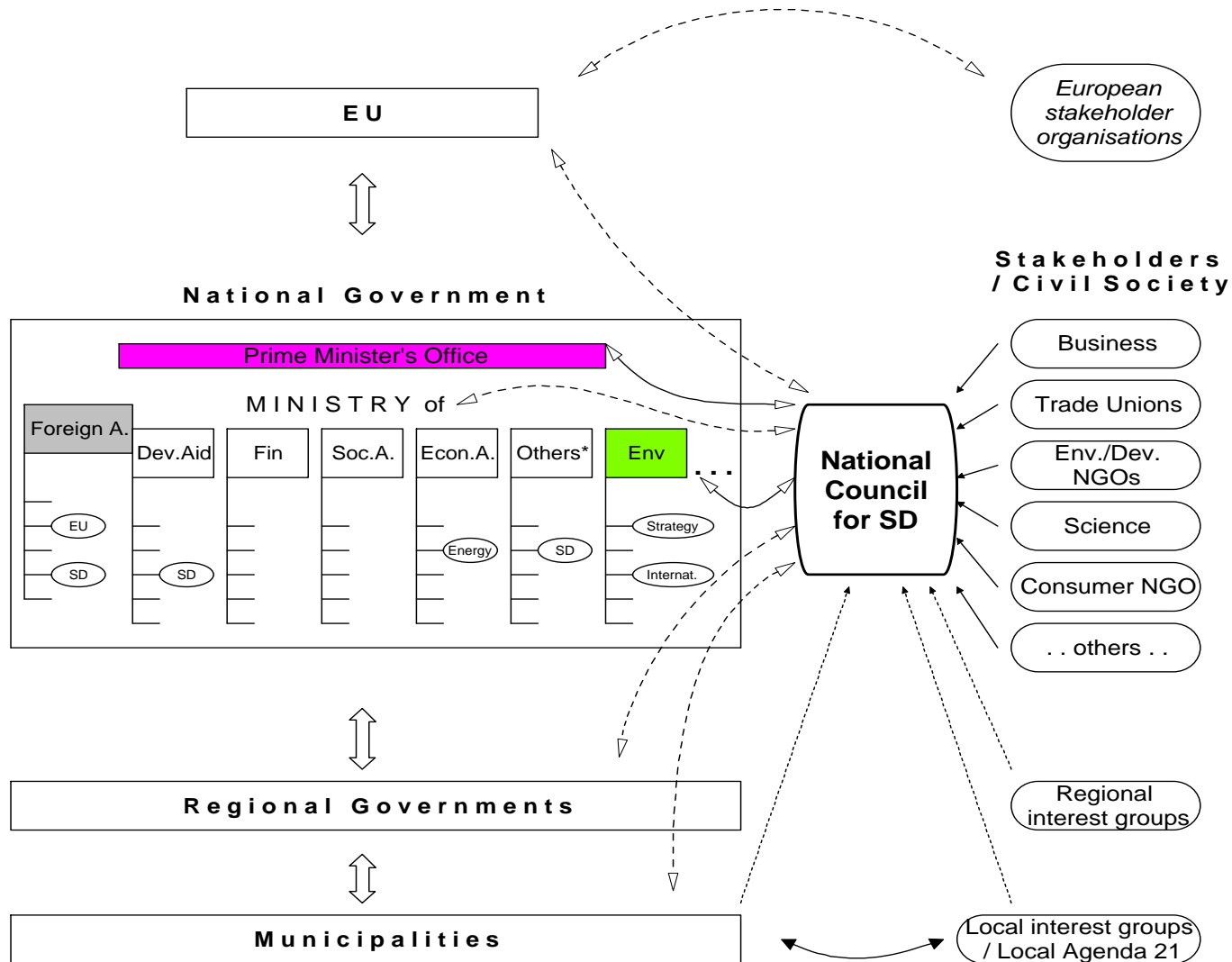
③ Member States:

[4] Vertical coordination

- **Considering objectives, priority areas and approaches from other levels (bottom-up and top-down):**
 - from national to EU and international,
 - as well as to regional and local
- **Improving connectivity of strategies/programs**
- **Involving actors from other levels**
- **Examples for high attention and experience:**
 - federal countries (AT, BE, DE)
 - other reasons for strong regional attention (ES, UK)
 - traditional bottom-up / strong attention for local level (FI, SE)



④ SD Councils: Bridging the gap(s)



④ SD councils: capacities

Bridging the gaps:

- between science and policy making
- between government and civil society
- bringing different types of knowledge together (transdisciplinary)

“Keeper of the long-term view”:

to be reflected in advice and activities (communication and projects)

Seeing the wood for the trees:

- keep the overview
- make links between initiatives (or: identifying needs that this happens and make it happen)
- organise regular reflecting, stock-taking, bringing actors together again (government/other actors could do this, but ...)



④ SD Councils: *Stimulate informed debate as*

- Advisor: **all SDCs do**

- by considering / integrating different dimensions, emphasising process-oriented thinking
- by involving (more) stakeholders in drafts, fact finding and discussing advice
- by following-up advice by further evaluation and feed-back loops
- freedom of agenda setting has awareness raising effects
- government as addressee: critical friend / possibly watchdog

- Agent: **the core identity, most do**

- being in contact with the relevant government departments at working level
- using a variety of formats for dialogue with civil society, scientists, politicians, business, relevant institutions, across different levels, sectors, going regional ...
- trigger actors not yet involved
- initiate redesigning research for SD

- Communicator: **meanwhile more SDCs also do**

- new/fresh/other means of communication/media use
- political communication (schools, youth, elderly / contests in design etc.)
- involving the interested/wider public, e.g. SD “panel”



④ SD Councils in Member States (2010)

| | | |
|--|-------|---|
| Fully functioning SD Councils ...and/or: | 8 | *AT, BE, DE, *FR, IE, LU, PT, UK [and several regional ones] |
| (Stakeholder) Environment Councils | 4 (6) | ES, HU, NL , SE (PL, SL) |
| SD Centres/Agencies | 2 | HE, RO |
| Mixed bodies | 3 | CZ, FI, MT |
| Government bodies with no or little stakeholder involvement | 2 | BU, SK |
| “ / not working?” | 3 | EE, LT, LV |
| No advisory council | 3 | CY, <u>DK</u> , IT |



④ SD Councils: some discussion items

- **Different models of councils**
 - composition; mainly discussed: “how much government” in the council / independence)
 - SERs (composition/2 dimensions, representative/negotiating)
- **Alternative means/institutions for the 3 functions:**
 - * **Advisor:**
consultant, “chief scientist”, “kenniskamer”
 - * **Agent:**
government (or ...?) organises stakeholder meetings / consultation
 - * **Communicator:** other role for media?
- **Advantages of councils:**
 - Some group identity + permanence/continuity (vs. ad hoc formations) contribute to better dialogue and bridging (of disciplines, sectors, ... interests)
 - Efficient

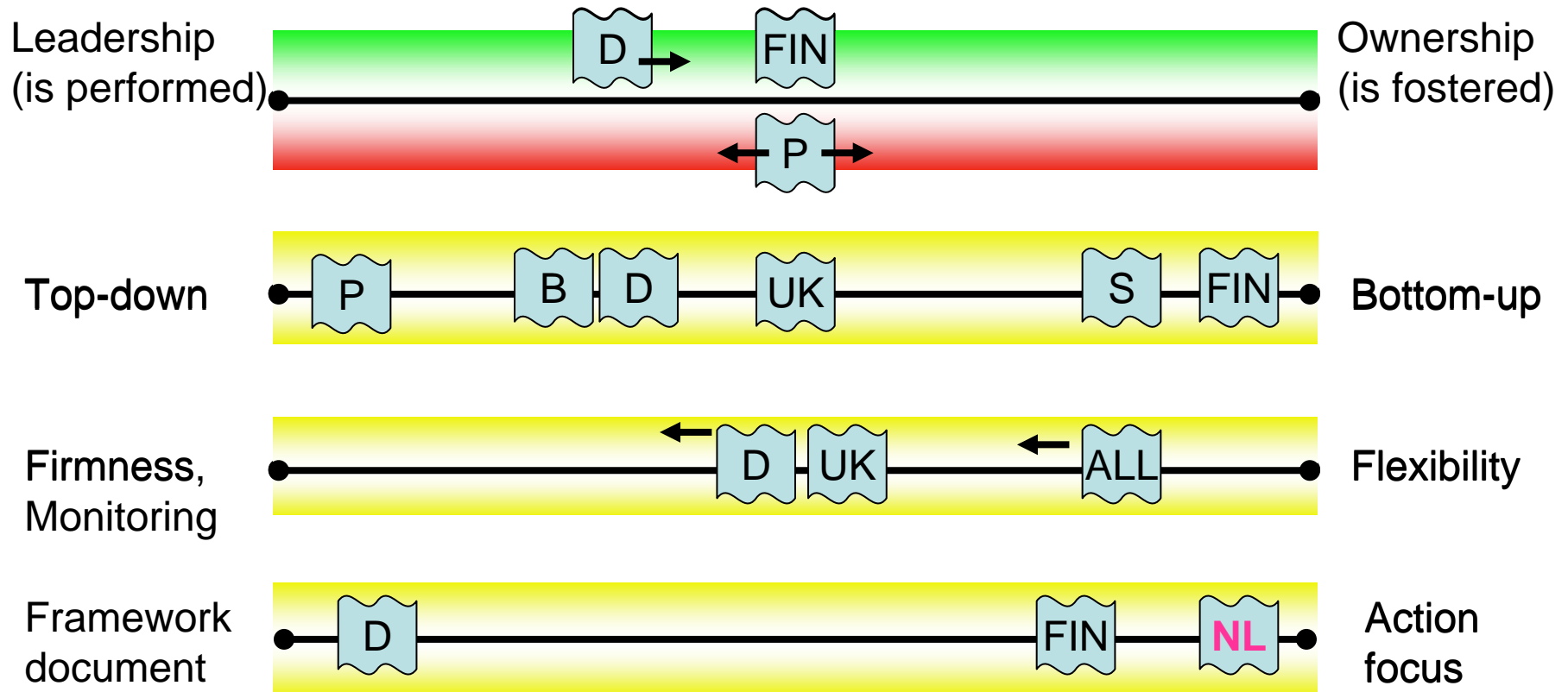


Conclusions

- **Start with an SD strategy (SER advice): good !**
- **Get commitment for lead responsibility**
(a Ministry for SD: only if it is called ‘Algemene Zaken’)
- **Put good mechanisms for horizontal and vertical coordination in place**
- **Put in place a body (existing or new) with the “bridging”, “keeping” and “seeing” functions – binding it all together with tenacity, persistence, endurance and: esprit !**



Overall lesson: *‘Moving’ towards ‘ends’*



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