Dr. Klaus Jacob
Forschungszentrum für Umweltpolitik
Freie Universität Berlin
jacob@zedat.fu-berlin.de
www.fu-berlin.de/ffu

Freie Universität Berlin

ffu

New developments in national sustainable development strategies: from a management to a visioning tool

11th ESDN Workshop „Transformative environmental and sustainability policy: new thematic issues, actor constellations and governance modes"

Berlin, 25-26 June 2014

Best Practices in Sustainability Policies and Strategies

Screening of 45 Strategies, in depth analysis of 10 strategies:

1) What are good practices of SDS?

2) What are good practices of sustainability policies?

$\Rightarrow$ Besides few prominent examples of termination of SD strategies and policies, SD Strategies remain important in many countries

$\Rightarrow$ Besides otherwise claims in the academic literature, innovation in SDS can be observed

The sample

1. Aargau: renewal 2013
2. Bhutan: renewal 2012
3. Flanders: renewal 2011
4. France: renewal 2010
5. Finland: renewal is under way
6. Tyrol: adopted in 2012
7. Austria: first joint strategy of federal state and länder adopted 2010
8. Wales: renewed 2009, future generations bill planned for 2014
9. California: (Growth Council Strategic Plan 2012-2014) adopted 2012
10. Switzerland: renewal is planned

$\Rightarrow$ Many other recently adopted or renewed strategies

Characteristics of the Strategies

No gold standard for meeting the challenges of SD:

1) Implementation: mainstreaming versus work program

2) Monitoring and evaluation: orientation on output versus outcome/impact

3) Horizontal integration: Mainstreaming / interdepartmental coordination / special council

4) Vertical integration: integration versus coherence

5) Participation: institutionalized participation versus ad hoc participation

6) Content and goals: management approach versus leitbild orientation

Goals and content

Management approach	Leitbild orientation
- Measurable and timebound targets	- positive and long term vision for a country
- Defined responsibilities	- (qualitative) targets
- Monitoring	- Justification of activities
$\Rightarrow$ Either strong steering capacities or consensus	

Do Visionary Leitbilder replace Management approaches?

Three dimensions of strategies:

- Documents: Demonstrating the needs to act, providing guidance, showing evidence basis, defining responsibility => provision of legitimacy

- Processes: development and implementation; participation; monitoring and evaluation

- Capacities: Networks, process design, knowledge basis, communication competences

$\Rightarrow$ Leitbilder and visions contribute to provide legitimacy but they will not have a substantial impact without processes and capacities

$\Rightarrow$ Capacities and processes without guiding visions will not effectively impact on policies and society