

# Governance Structures for National Sustainable Development Strategies *Study of Good Practice Examples*

*OECD Meeting on Institutionalizing Sustainable  
Development*

*August 31st 2006, Stockholm*

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**de•vel•op (di•vel'p) v.t. 1. To expand or bring out the potentialities, capabilities, etc.**



***Experience has shown that a pathway to sustainable development cannot be charted in advance. Rather, the pathway must be navigated through processes of learning and adaptation.***

**National Academy of Science 1999. Our Common Journey: A Transition Toward Sustainability.**

**Multi-dimensional**

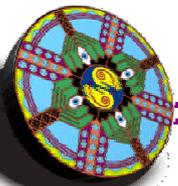


**Multi-generational**



**Multi-scalar**

**Multi-stakeholder**



# Countries Studied

- **16 OECD countries, 4 non-OECD countries, and the European Union.**

- **Belgium, Brazil, Canada, China, Czech Republic, European Union, Finland, France, Germany, Ireland, Italy, South Korea, Mexico, Norway, Philippines, Portugal, Slovakia, South Africa, Sweden, Switzerland, United Kingdom.**

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Streaming | 100%

Eye

# Focus of Study (6 components)

Governance Element	Effectiveness Criteria
1. Nature of strategy and government co-ordination	<ul style="list-style-type: none"><li>▪ <i>Relevance and comprehensiveness</i></li><li>▪ <i>Departmental involvement</i></li></ul>
2. Placement of overall responsibility	<ul style="list-style-type: none"><li>▪ <i>Top-level leadership</i></li></ul>
3. Legislative Underpinning	<ul style="list-style-type: none"><li>▪ <i>Legislative embeddedness</i></li></ul>
4. Link to planning and budget processes	<ul style="list-style-type: none"><li>▪ <i>Integration</i></li></ul>
5. Stakeholder involvement	<ul style="list-style-type: none"><li>▪ <i>Formality</i></li><li>▪ <i>Multi-stakeholder</i></li></ul>
6. Links to local levels	<ul style="list-style-type: none"><li>▪ <i>Guidance</i></li><li>▪ <i>Sub-national coordination</i></li></ul>

# Positive Trends Observed

- **Coordination:** Of 21 jurisdictions, 18 were pursuing a NSDS process (titled either as a national SD strategy or an Agenda 21)
- **Stakeholders:** Nearly two-thirds of the jurisdictions had a national advisory or national council for SD for the purpose of development initiatives from multiple perspectives; and
- **Local SD:** 10 jurisdictions made recommendations for local level SD related action.



# Concerning Trends

- **Responsibility:** Only 6 of the 21 jurisdictions studied placed responsibility for the NSDS with the prime minister or president's office;
- **Legal Underpinning:** Only 2 jurisdictions had a legal mandate for ongoing strategy development and implementation;
- **Linkage to Planning and Budgeting Process:**
  - Only 1 jurisdiction studied had an NSDS that appeared to be integrated with an existing planning and budgeting process.
  - 9 jurisdictions had strategy processes with some tangential linkages.
- **Local SD:** Only 5 jurisdictions attempted to coordinate national level SD action with local SD related efforts.



# Good Practice Examples

Governance Element	Good Practice Examples
<b>1. Nature of strategy and government co-ordination</b>	<ul style="list-style-type: none"><li>▪ <b>Top-down: United Kingdom</b>, UK SD Strategy 2005; UK Strategic Framework for SD</li><li>▪ <b>Bottom-up: Canada</b> – Departmental SD Strategies</li></ul>

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<b>2. Placement of overall responsibility</b>	<ul style="list-style-type: none"><li>▪ <b>Germany</b>, Guidance of the Chancellor</li><li>▪ <b>Finland</b>, Finnish National Commission on SD chaired by Prime Minister</li><li>▪ <b>Norway</b>, Office of Prime Minister and special committee chaired by Finance</li><li>▪ <b>Sweden</b>, Ministry of SD</li></ul>



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<b>3. Legislative Underpinning</b>	<ul style="list-style-type: none"><li>▪ <b>Canada</b>, Auditor Generals Act requiring departmental SD strategies every three years</li><li>▪ <b>Switzerland</b>, The Federal Swiss Constitution</li></ul>



# Good Practice Examples

Governance Element	Good Practice Examples
<b>4. Link to budget processes</b>	<ul style="list-style-type: none"><li>▪ <b>Norway:</b> National Action Plan adopted in National Budget 2004. Mandates the implementation of the SD strategy through the regular planning and budget processes of national sectoral authorities.</li></ul>



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<b>5. Stakeholder involvement</b>	<p>Government body with stakeholders</p> <ul style="list-style-type: none"><li>▪ <b>Czech Republic,</b> Government Council for SD</li></ul> <p>Non-governmental body of stakeholders</p> <ul style="list-style-type: none"><li>▪ <b>France,</b> National Council for SD (90 members)</li></ul>



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<b>6. Links to local levels</b>	<ul style="list-style-type: none"><li>▪ <b>France,</b> 119 Local Agenda 21s. Three levels of plans (township, between townships, local)</li><li>▪ <b>Ireland,</b> Elements of local planning in SDS</li><li>▪ <b>Switzerland,</b> Quality criteria developed for cantonal, regional and municipal levels</li></ul>

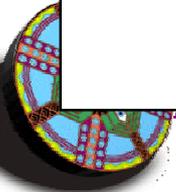




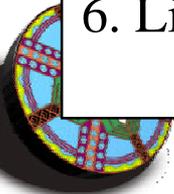
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# Integration with existing planning & budgeting processes necessitates...

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# But an Enormous Opportunity is Emerging

Simultaneous advances occurring on two fronts:

- **Advances in**
- **Advances in Systems** (also government planning)



**it Accountability**  
s whole-of-  
orting systems)



# Government Accountability Systems

- *Finance departments* and *treasury board secretariats* are making important advances
- Purpose is to improve *accountability, transparency and efficiency*
  - strategic public management is brought to the fore
- High-level government *goals and targets are identified and systematically monitored and reported*
  - facilitates continuous improvement





# Example

From sub-national  
experience in the U.S.

## Oregon's Strategic Plan

- *Oregon Shines* (1989)
- Updated every eight years
- Encompasses the entire state

## Oregon Progress Board

- independent agency created to be the steward of Oregon Shines
- law mandates Board to report biennially
- chaired by governor

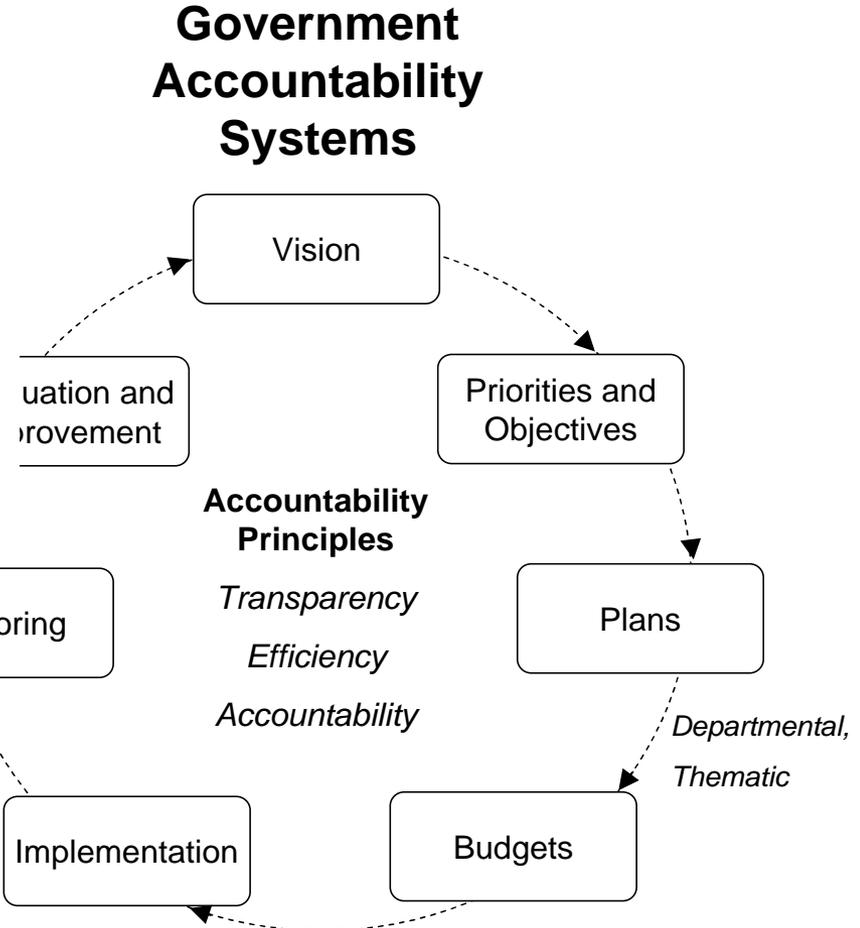
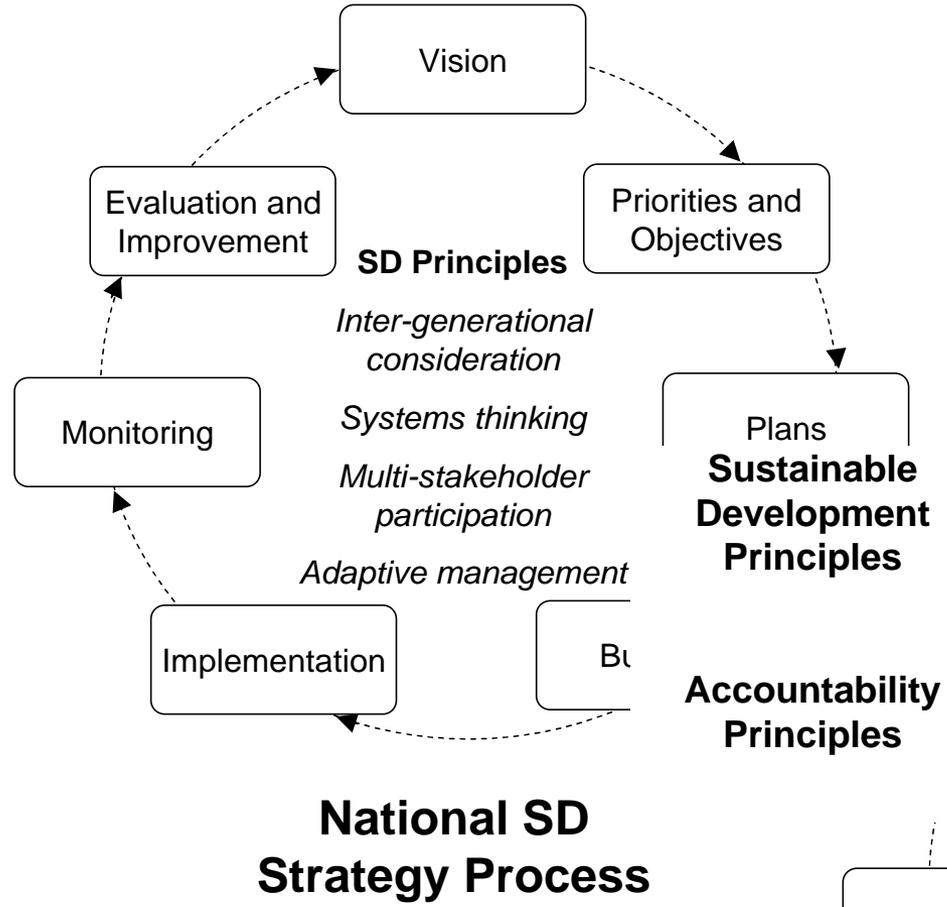


# A Marriage of Purpose and Convenience

- Needed is a *better linkage* between  
NSDS process and machinery
- Needed are  
systems using  
level goal setting  
instability  
*rules* for high
- Both are advanced  
*governance*  
*structures*



# Recommendation



- synergy
- learn also from sub-national practices



# Thank You!

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To champion innovation, enabling societies to live sustainably