

From ESDN Practice ... to Network Theory ... and Back

André Martinuzzi & Reinhard Steurer

ESDN Office at the Research Institute for Managing Sustainability

www.sd-network.eu

- Overseen and financed by the ESDN Steering Group (initiated and currently chaired by Austria)
- **Key purpose:** Facilitate exchange of experience and knowledge in order to make SD strategies more effective
 - Support the ESDN members
 - Contribute to ESDN Conferences
 - Assist Steering Group in developing the ESDN further and in preparing statements
 - Website at www.sd-network.eu

Event design and Discussion Paper



- Overseen and financed by the ESDN Steering Group (initiated and currently chaired by Austria)
- **Key purpose:** Facilitate exchange of experience and knowledge in order to make SD strategies more effective
 - **Support** the ESDN members
 - Contribute to **ESDN Conferences**
 - Assist **Steering Group** in developing the ESDN further and in preparing statements
 - **Website** at www.sd-network.eu

Note on the further development of the ESDN and governance agreement

- Overseen and financed by the ESDN Steering Group (initiated and currently chaired by Austria)
- **Key purpose:** Facilitate exchange of experience and knowledge in order to make SD strategies more effective
 - **Support** the ESDN members
 - Contribute to **ESDN Conferences**
 - Assist **Steering Group** in developing the ESDN further and in preparing statements
 - **Website** at www.sd-network.eu

Key features of the Website (online since May 17th)

ESDN Website: Some key features



European Sustainable Development Network



You are here: [Home](#) > [Welcome](#)

Welcome to the website of the European Sustainable Development Network (ESDN)

The ESDN is an informal network of public administrators and other experts dealing with SD strategies in Europe.

This website serves as a one-stop-shop for SD strategies in Europe, and is the communication platform of the ESDN.



The activities of the ESDN are guided by a Steering Group with representatives from six European countries. Since early 2006, the networking activities have been supported by the ESDN Office.

For further information about the ESDN, the Steering Group and the ESDN Office, please visit the section ["About us"](#)

Please note that this website is updated regularly. If you want to subscribe to the quarterly ESDN Newsletter, please [click here](#).

What's new at www.sd-network.eu?

This website was launched in May 2006, so everything is still quite new at the moment.

However, over time, the information and resources provided will accumulate. Then this column will give a quick overview of new entries.

Current ESDN Quarterly Report

May 2006 [The EU SDS process](#)
by [Ursula Kopp](#)

[→ Overview of previous ESDN Quarterly Reports](#)

This website is maintained by the [ESDN Office Team at the Research Institute for Managing Sustainability](#)



Country Profiles on SD Strategies



European Sustainable Development Network

You are here: [Home](#) > [Country profiles](#) > [Basic information](#)


Basic Information

Here you find basic information on SD strategies in 30 European countries, covering the following items:

- Year of approval of the SD strategy and updates
- Type of SD strategy
- Lead ministry in the SD strategy process
- Link to the SD strategy document (most of them in English)
- Further information about the SD strategy process

Click on a country in the right hand map to view basic information on its SD strategy or select one from the following pull-down menu:

Select a country ... ▾



This website is maintained by the
ESDN Office Team at the Research Institute for Managing Sustainability

W3C HTML 4.01



[Home](#)

[About us and Contact](#)

[Basics of SD Strategies](#)

[Country Profiles](#)

[ESDN Quarterly Reports
Archive](#)

[ESDN Conferences](#)

[Events and Activities](#)

[Resources](#)

[Steering Group Section](#)

You are here: [Home](#) > [Quarterly reports](#)

ESDN Quarterly Reports

The ESDN Quarterly Reports provide in-depth documentation of a selected topic on a quarterly basis. The current ESDN Quarterly Report is displayed below. For previous ESDN Quarterly Reports [click here](#).

ESDN Quarterly Report May 2006

The EU SDS process

by [Ursula Kopp](#)

This report gives a basic introduction to the EU Sustainable Development Strategy (EU SDS) process launched in 2001, its connections to the related Cardiff and Lisbon processes and the revision of the EU SDS between 2004 and 2006. Since the negotiations for a renewed EU SDS are still under way (the European Council is expected to adopt the renewed EU SDS at its Brussels summit at June 15-16, 2006), and because the EU SDS will be a major topic at the [European Sustainable Development Network \(ESDN\) Conference 2006 in Salzburg](#), this report will be updated in late June. Links to relevant documents and events (such as public hearings on the EU SDS) are provided at the end of the report.

Development of the EU SDS

The Cardiff process: A short history of environmental policy integration at the EU level

Following the Rio Earth Summit in 1992, the European Commission made a few attempts to foster the integration of environmental concerns into other policy fields. In 1993, for example, the Commission issued an internal communication on mechanisms to ensure the integration of the environment into the definition and implementation of policies, legislative acts and funding schemes. In 1997, when environmental policy integration (EPI) was enshrined as legal requirement in [Article 6 of the Amsterdam Treaty](#), the Commission reviewed its 1993 communication and suggested new steps towards EPI in another communication.

Article 6 of the European Community Treaty states that "environmental protection requirements must be integrated into the definition and implementation of the Community policies [...] in particular with a view to promoting sustainable development".

In 1998, the various EPI activities at the EU level were consolidated in the so-called "Cardiff Process". The Cardiff European Council invited all relevant Council formations to establish strategies for the integration of environmental concerns into their sectoral policies, starting with energy, agriculture and transport. The process was later extended to the sectors of industry, internal market and development, fisheries, general affairs and financial affairs ([Vienna European Council 1998](#) and [Cologne European Council 1999](#)).

Based on the existing EPI strategies and progress reports delivered by some Council formations, the Helsinki European Council (December 1999) took stock of the Cardiff Process and asked the European Commission to develop a comprehensive strategy. In addition, the Commission was invited to prepare a long-term EU strategy for sustainable development, later known as the EU SDS.

We would kindly ask you to ...



- Help us in complementing and updating the **Country Profiles**
- Keep us posted on activities and **events**
- Inform us about **links, studies** etc.
- Provide link to www.sd-network on your website

The ESDN Office Team



Reinhard Steurer



Andre Martinuzzi



Ursula Kopp



Markus Hametner



Gerald Berger



Networks as mode of governance



Networks as mode of governance



	Hierarchies	Networks	Markets
Mechanism	Authority	Collaboration	Competition
Key Principle	Compliance	Exchange of resources	Prices
Time horizon	Medium	Long	Short
Key skills	Steer & control	Activate and orchestrate	Entrepreneurial skills

“Networks are exercises in structured informality” (Witte 2000)

A typology of networks ...



Type of network	Actors	Purpose	
Policy networks	Politicians, public administrators and related actors in “advocacy coalitions”	Learning; transfer of experiences and good practices	

A typology of networks ...



Type of network	Actors	Purpose	
Policy networks	Politicians, public administrators and related actors in “advocacy coalitions”	Learning; transfer of experiences and good practices	
Strategic networks	Companies, business associations	Improve market position and increase competitiveness	

A typology of networks ...



Type of network	Actors	Purpose	
Policy networks	Politicians, public administrators and related actors in “advocacy coalitions”	Learning; transfer of experiences and good practices	
Strategic networks	Companies, business associations	Improve market position and increase competitiveness	
Societal networks	NGOs and other civil society organisations	Increase political leverage	

A typology of networks ...



Type of network	Actors	Purpose
Policy networks	Politicians, public administrators and related actors in “advocacy coalitions”	Learning; transfer of experiences and good practices
Strategic networks	Companies, business associations	Improve market position and increase competitiveness
Societal networks	NGOs and other civil society organisations	Increase political leverage
Knowledge networks	Research Institutes, researchers	Work on common projects, increase competitiveness

A typology of networks ...



Type of network	Actors	Purpose	
Policy networks	Politicians, public administrators and related actors in "advocacy coalitions"	Learning; transfer of experiences and good practices	<ul style="list-style-type: none"> • Intra- or inter-organizational • Sectoral or cross-sectoral • Legal partnerships or informal networks • Loose or close networks
Strategic networks	Companies, business associations	Improve market position and increase competitiveness	
Societal networks	NGOs and other civil society organisations	Increase political leverage	
Knowledge networks	Research Institutes, researchers	Work on common projects, increase competitiveness	

Stages of Network Development



1. Initiate informal co-operations with potential partners
2. Build a decision making body
3. Set a vision and common objectives
4. Decide about membership & decision making issues
5. Codify the network understanding
6. Agree on formal decision making rules
7. Establish thematic groups as task forces
8. Develop work plans for the network or sub groups
9. From exchange of experience to joint learning & action

- ESDN Practice
1. Initiate informal co-operations with potential partners
 2. Build a decision making body
 3. Set a vision and common objectives
 4. Decide about membership & decision making issues
 5. Codify the network understanding
 6. Agree on formal decision making rules
 7. Establish thematic groups as task forces
 8. Develop work plans for the network or sub groups
 9. From exchange of experience to joint learning & action

Stages of Network Development

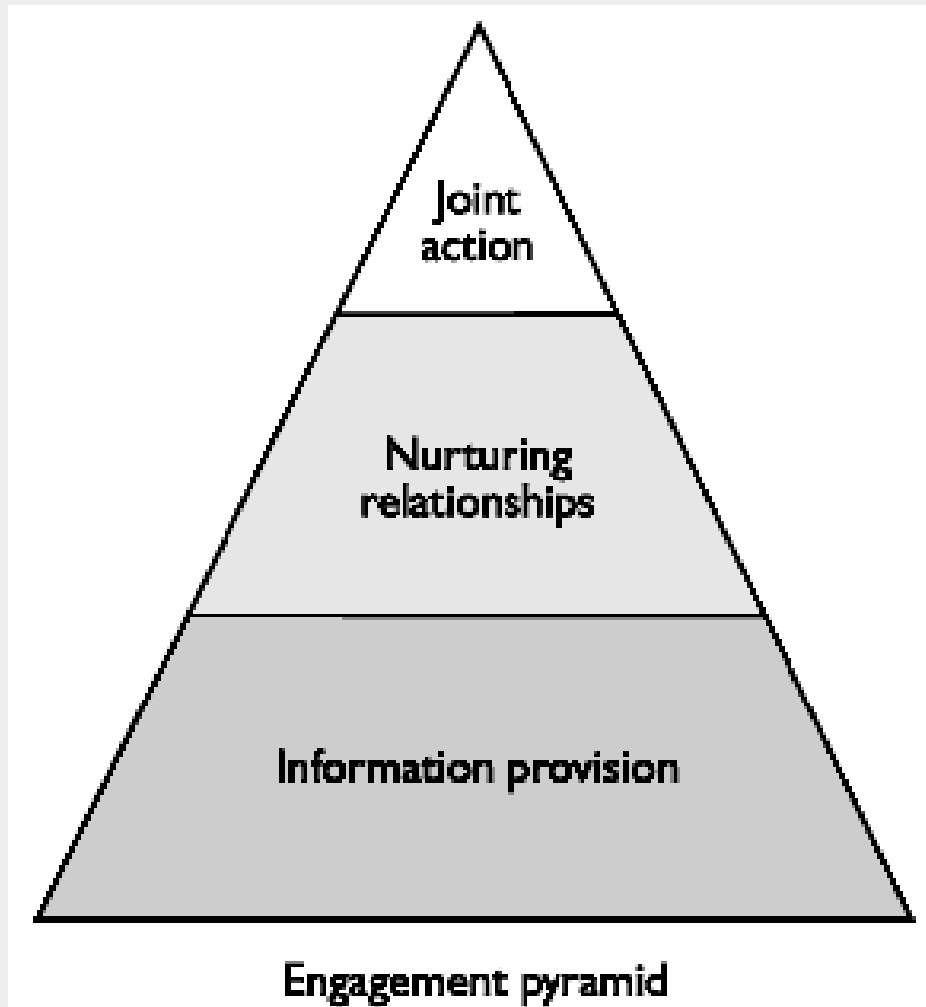


1. Initiate informal co-operations with potential partners
2. Build a decision making body
3. Set a vision and common objectives
4. Decide about membership & decision making issues
5. Codify the network understanding
6. Agree on formal decision making rules
7. Establish thematic groups as task forces
8. Develop work plans for the network or sub groups
9. From exchange of experience to joint learning & action

Network Theory ESDN Practice

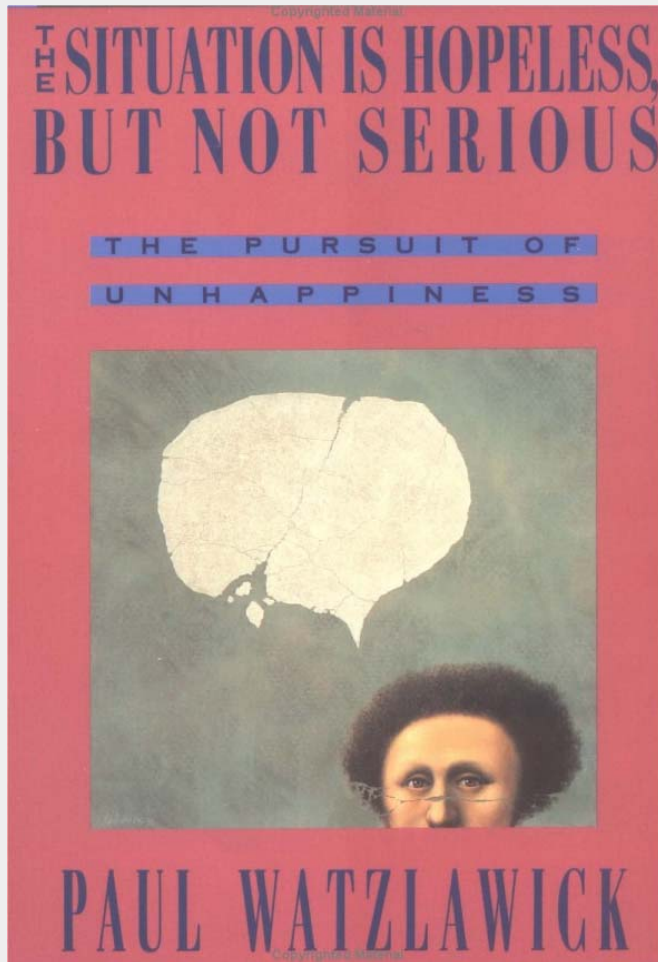
Climb up the engagement pyramid

how to run a network



IISD: Strategic Intentions: Managing knowledge networks for sustainable development, p42

how to ruin a network



Based on impressions by Paul Watzlawick and J.J.R. Tolkien (Lord of the Rings)

how to ruin a network

Keep all relevant
information for
yourself

("my precious")

how to ruin a network

Avoid continuity
among members
("who's next?")


Based on impressions by Paul Watzlawick and J.J.R. Tolkien (Lord of the Rings)

how to ruin a network

Never put too
much work into
the net

Based on impressions by Paul Watzlawick and J.J.R. Tolkien (Lord of the Rings)

how to ruin a network



change the
shared mission
and objectives
frequently

Based on impressions by Paul Watzlawick and J.J.R. Tolkin

how to ruin a network

Be intransparent
and mistrust
others

Based on impressions by Paul Watzlawick and J.J.R. Tolkien (Lord of the Rings)

how to ruin a network

A white speech bubble with a tail pointing towards the left, containing the text "Stick to your own interests".

Stick to your
own interests

Based on impressions by Paul Watzlawick and J.J.R. Tolkin

how to ruin a network

how to ruin a network

THE END

or

... Develop the ESDN further

