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**Bundesamt für Raumentwicklung  
Office fédéral du développement territorial  
Ufficio federale dello sviluppo territoriale  
Federal Office for Spatial Development**

**QUALITY CRITERIA FOR A  
SUSTAINABLE DEVELOPMENT  
PROCESS**

**GUIDANCE FOR  
SUSTAINABLE DEVELOPMENT  
ACTORS WITHIN PUBLIC  
COMMUNITIES**

**October 2005**

# QUALITY CRITERIA FOR A SUSTAINABLE DEVELOPMENT PROCESS

## **Publication details**

### **Published by**

Federal Office for Spatial Development (ARE)  
Federal Department of Environment, Transport,  
Energy and Communications (DETEC)

### **Production**

ARE Information Office, Rudolf Menzi

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[www.are.ch](http://www.are.ch)

10.2005

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## 1. SYNOPSIS

A growing number of Agenda 21-type **sustainable development processes** are being undertaken in Switzerland.

These processes are very diverse, in terms of the actors involved, how they are organised, and their content.

After a pioneering phase that has lasted around a decade, it is now time to define a **quality standard** for both the sustainable development process and its impact.

In order that all can benefit from the experience gained and refer to a homogeneous definition of a high-quality sustainable development process, a **list of criteria** has been drawn up by a group of members of the Sustainable Development Forum for cantons and towns<sup>1</sup>, under the aegis of the Federal Office for Spatial Development (ARE). This report was submitted to all of the Forum's participants for consultation.

28 quality criteria have been defined, which can be summarised as follows:

**A good sustainable development process must**

- **be founded on the principles of sustainable development**
- **guarantee a process of continuous improvement**
- **be capable of succeeding, on the basis of defined success factors**

This document describes the 28 quality criteria chosen, explaining the importance of each. It also presents a number of existing methods for evaluating sustainable development processes, indicating the quality criteria employed in each case.

Finally, a brief list of contacts and documents provides information on the support currently available for the implementation of a sustainable development process by a public authority.

This document provides, first and foremost, a framework to stimulate reflection, rather than a procedure to be followed to the letter. More than just a recipe book to be scrupulously followed, it is a collection of fundamental principles.

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<sup>1</sup> The Sustainable Development Forum for cantons and towns was established in 2001, on the initiative of the Federal Office for Spatial Development (ARE), the Swiss Conference of Directors of Public Works, Planning and Environmental Protection (DTAP) and the Union des villes suisses (UVS)

## 2 PREAMBLE

### 2.1 Why is there a need for a document of this kind?

In 2005, a little more than ten years after the Earth Summit in Rio and the adoption of Agenda 21, **some 140 municipalities and 14 cantons in Switzerland have embarked upon sustainable development processes**. The slogan “Think globally, act locally” is eminently applicable: Each public authority develops its own process, which takes account of the area’s own particular geographical, cultural, political, economic, social and environmental circumstances<sup>2</sup>.

However, this wealth and diversity might cause some confusion as to what, precisely, constitutes a sustainable development process (sometimes called local Agenda 21). With this in mind, **quality criteria** have been defined, based on official documents and experience gained thus far. This document is designed as a **guide** for any authority that feels the need for it. It is based on the vision and concept of sustainable development defined by the Federal Council in its “Sustainable Development Strategy 2002”.

### 2.2 Who is it addressed to?

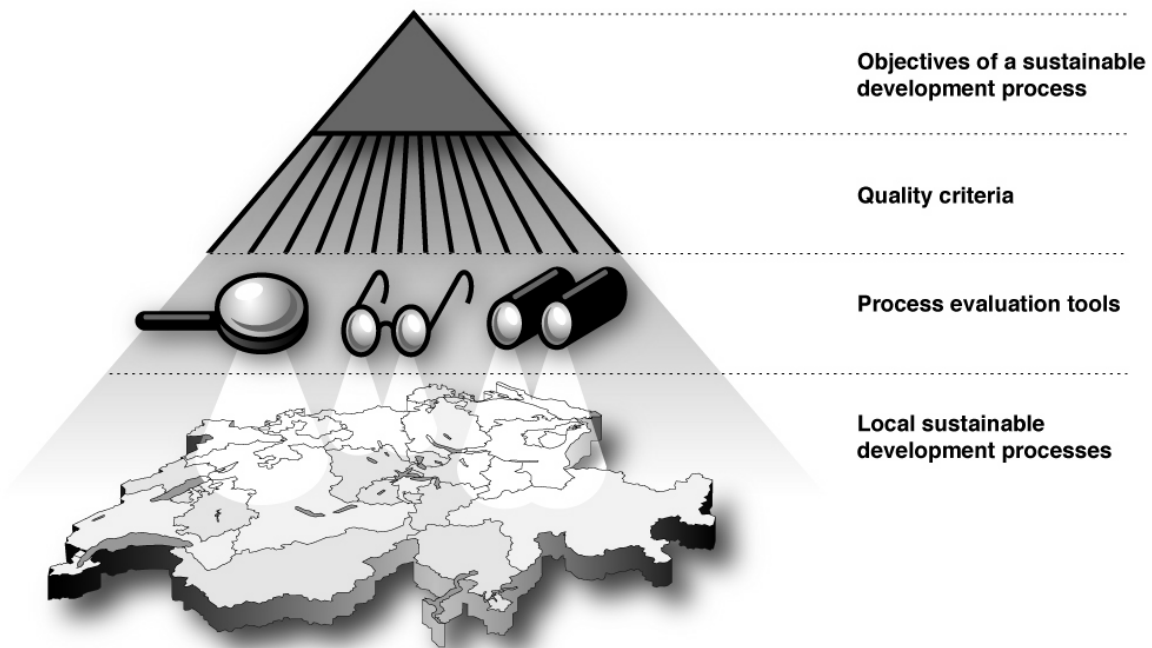
This document is addressed to **public community actors** (cantonal, regional and municipal communities) who are looking to launch or improve on a sustainable development process. These actors (such as sustainable development officers or representatives, members of a steering group or consultancies) often have an excellent knowledge of the subject, but **would like the backing of a reference model applicable to Switzerland**. It may also prove useful to external advisers or training institutions, for whom it will help to establish a common language.

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<sup>2</sup> Survey of sustainable development processes at municipal level (ARE, 2003)

### 2.3 What does it contain?

In the first section, quality criteria show what an **ideal sustainable development process** might look like at the local level in Switzerland. The second section discusses the features and potential uses of various **existing process evaluation tools**.



### 2.4 What is the objective of a sustainable development process?

A local sustainable development process must enable a community to meet the needs of the present without compromising the ability of future generations to meet their own needs. In this respect, it embraces economic efficiency, social equity and the preservation of the environment, seeking to decouple socio-economic development from increased consumption of natural resources and taking account of the issue of North-South equity.

In practical terms, a sustainable development process is to be integrated as far as possible into the municipality's existing political structures and processes.

## 2.5 Content of a sustainable development process

Although the success of a sustainable development process depends, above all, on the quality of the process by which it is realised, its content is even more important. By adopting an Agenda 21 or similar process, a local authority embraces a global vision for its development. This vision must involve solidarity across space and time, so as to avoid simply shifting "unsustainability" factors abroad or into the future. The objective must be the equitable distribution of resources and capital, from both the local and global perspective, and between current and future generations. In order to take account of the global aspects of sustainable development, this vision should, among other things, incorporate the following essential elements<sup>3</sup>:

- Reconcile environmental concerns and socio-economic development by reducing the consumption of natural and energy resources while improving the quality of life;
- Practise spatial development that swallows up less land and generates mobility that is less energy-intensive and less polluting;
- Systematically apply an efficient, economical and innovative energy policy;
- Produce tailor-made solutions adapted to the local context, highlighting local potential and bringing local expertise to bear;
- Encourage active citizenship, promote the individual's responsibility for his living environment, increase identification with the immediate environment;
- Reinforce social structures and promote a new culture of collaboration between the political and administrative system and citizens, in a spirit of shared responsibility;
- Promote and practise the principle of gender equality;
- Strengthen regional economic networks (links between business and the local authority, establishing intersectoral partnerships and new job opportunities, local sourcing).

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<sup>3</sup> Partly adapted from "Gemeinsame Erklärung zur Lokalen Agenda 21 in Österreich – Beschluss der Landesumweltreferentenkonferenz am 9.10.2003"

QUALITY CRITERIA FOR A  
SUSTAINABLE DEVELOPMENT PROCESS

The Swiss Federal Council's Sustainable Development Strategy 2002 – which includes 15 basic criteria for sustainable development in the “Guidelines” section – and the premises that underpin the MONET system of indicators provide a substantive framework which is broader and of vital importance for local sustainable development processes in Switzerland (for references see Section 5).



### 3 Overview of the quality criteria for a sustainable development process

Based on existing documents and accumulated experience, a Sustainable Development Forum working group has drawn up a list of quality criteria for a sustainable development process.

A sustainable development process must, at a minimum,

- be founded on the principles of sustainable development
- guarantee a process of continuous improvement
- be capable of succeeding, on the basis of defined success factors

The criteria have thus been classified into three groups:

**Respect for the fundamental principles of sustainable development** is vital to any sustainable development process. These principles are what impart meaning; without them, the entire process could amount to nothing more than a quality management process that bears no relation to sustainable development.

The criteria that contribute to the quality of the **continuous improvement process** allow a sustainable development process to be evolutionary. They show how, rather than being a state to be attained, sustainable development is a learning process. This continuous improvement process should slowly but surely be integrated into existing political structures and procedures.

Experience has taught us that certain criteria are particularly important in enabling the smooth progression of a sustainable development process. **The success factors** are thus the key that unlock the door to sustainable development.

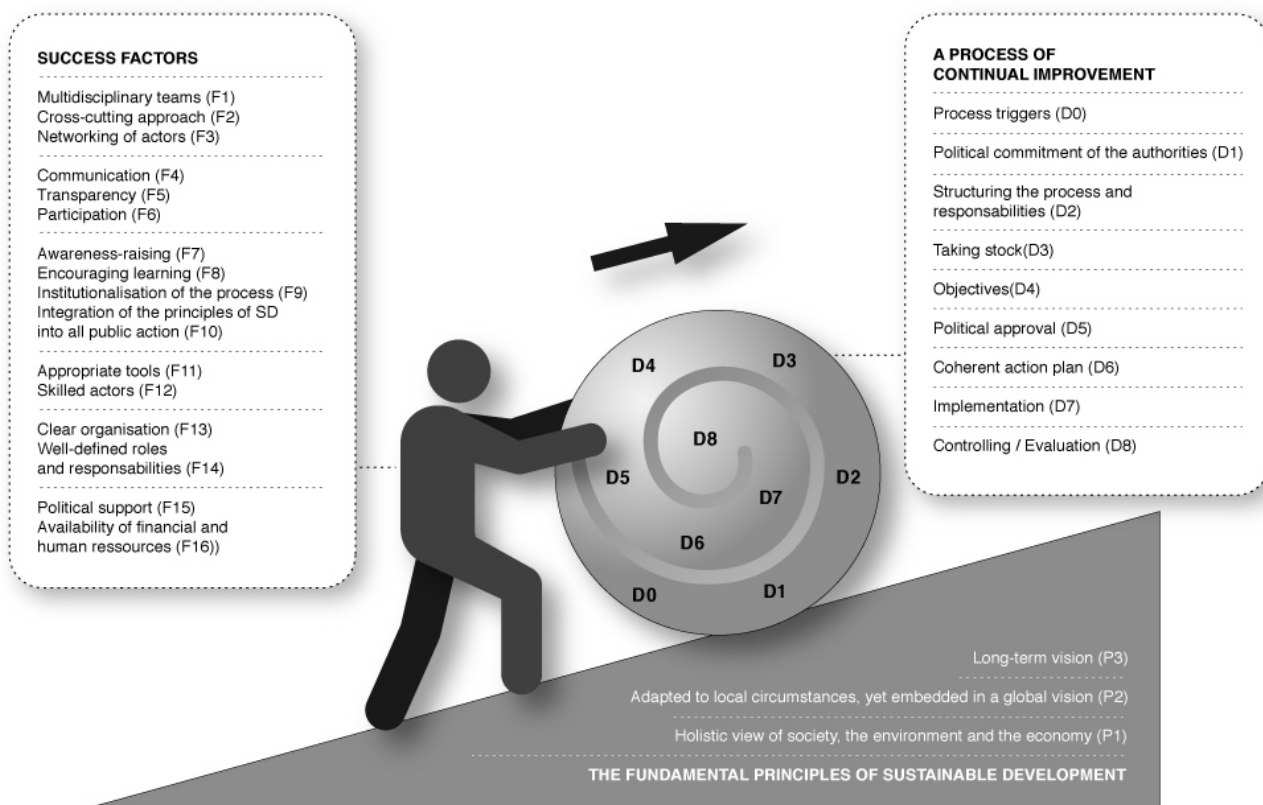
A sustainable development process needs not necessarily satisfy all of the criteria. Each process will take a different approach, depending on the context, and view such criteria above all as guiding lights in the quest for continuous improvement.

The principle of participation, for instance, will be construed differently in a small village, where all the inhabitants know each other, than in a large town. In a small village, a consultation meeting might be organised on a Saturday afternoon, whereas in a large town a series of planning workshops will be staged on a larger scale, prepared with the assistance of professional facilitators.

***Sustainable development process: General definition***

A sustainable development process gives a public community the structures, skills, procedures and means with which to move towards sustainable development, so that its actions are guided by both local and global considerations, and by both short and long-term needs, and so that economic efficiency, social equity and the conservation of the environment are accorded equal status, with a view to continuous improvement.

**A COMMUNITY ON A SUSTAINABLE DEVELOPMENT PATH**



## THE FUNDAMENTAL PRINCIPLES OF SUSTAINABLE DEVELOPMENT

*A sustainable development process differs from conventional management in that it applies the fundamental principles of sustainable development on a daily basis. It is a visionary process.*

### **(P1) Holistic view of society, the environment and the economy**

*Each of the authority's activities is underpinned by simultaneous regard for the interests of society, the environment and the economy.*

*The three areas must be included in the survey of the current situation, the vision, the objectives and the action plan. All three are also enshrined in the management and evaluation tools and represented among the various actors involved, either in project management or participatory processes.*

### **(P2) Adapted to local circumstances, yet embedded in a global vision**

*The process is adapted to local conditions. It takes account of the local environmental, social, economic and cultural circumstances while being compatible with a global sustainable development vision. In this respect, it accommodates global issues.*

### **(P3) Long-term vision**

*The process takes a long-term outlook. The authority creates a vision of the future state it would like to attain, the decision-making bodies have strategic management tools which extend beyond the term of office and the action plan contains long-term objectives. Present-day problems are not resolved to the detriment of tomorrow's generations, and future problems are anticipated.*

The town of *Integration* has added three boxes to be completed on its forms for submitting projects to the legislative body: In these boxes, a brief outline is to be given of the long-term impact (P3) of each project on natural resources, the social fabric, and the economic situation (P1). In addition, the forms for each project are forwarded two weeks before the matter is debated by the executive in neighbouring municipalities (P2).

## **A PROCESS OF CONTINUAL IMPROVEMENT**

*A sustainable development process is not a single action plan that is drawn up once and for all, but rather a continuous improvement process which, with each iteration, progresses further towards sustainable development. It should gradually be seamlessly integrated into the community's existing political structures and processes.*

### **(D0) Process triggers**

*Often, a sustainable development process is motivated by a particular factor that can be used to good effect. This may be a particularly critical situation that the municipality is experiencing (crime, exodus of taxpayers, deterioration in quality of life), major blocks in the usual political process or even, for example, a loss of identification between the people and the municipality in which they live – all problems to which a sustainable development process can provide appropriate responses. The initiation of a proactive consultation process (planning, promotion of the municipality as a business location, etc.) is an equally effective trigger in itself.*

### **(D1) Political commitment of the authorities**

*Political commitment is an important starting signal. It is the basis for asserting the will of the authorities to embark upon such a process, communicating that will to the public at large and enabling everyone to get involved in the knowledge that his or her work enjoys political backing.*

### **(D2) Structuring the process and responsibilities**

*The course of the process is structured and planned from the outset. Responsibilities are defined and accepted. The actors involved are aware of the successive stages of the process and of the objectives.*

### **(D3) Taking stock**

*The authority takes stock of the economic, social and environmental situation and analyses its strengths and weaknesses. This step might, for example, take the form of a sustainability audit, a system of indicators and/or a participatory survey.*

### **(D4) Objectives**

*The authority's actors define the objectives for their authority's sustainable development, in the short and medium term. These objectives are consistent with the vision and fundamental*

In 2004, the municipality of *Transparens* organised a big summer festival. As well as officially signing the Aalborg Charter (D1), the municipality presented its status report on sustainable development at the local level (D3). Having had the opportunity to take part in themed guided tours of the municipality (D3, D8), the people were able to voice their opinions in small groups or record their thoughts on the municipal report and proposed measures in a visitors' book (F6).

*principles for the authority's sustainable development. They can be used to ensure that the actors approve of the goals of the process and to then verify whether or not the objectives have been achieved, in order that corrective measures can be taken if necessary.*

**(D5) Political approval**

*The process and the objectives are approved at the political level, thus legitimising them. Next, the planned measures are also approved, for both political and budgetary reasons.*

**(D6) Coherent action plan**

*A sustainable development process involves a concrete action plan. These measures enhance the authority's sustainability, help raise awareness among the actors concerned and are the means of acquiring the skills and expertise necessary for sustainable development.*

*It must be ensured that the action plan embraces the three dimensions of sustainable development (social, environmental and economic) and that it comprises both short and long-term measures so as to maintain momentum while aiming for a general, long-term improvement.*

*Care will be taken to properly define the targets and objectives of each measure, clarify priorities and responsibilities, and establish a budget and a realistic schedule.*

**(D7) Implementation**

*The action plan must be more than just a piece of paper: It must be put into practice. Implementation must be handled with care and a degree of visibility, as each measure realised provides the motivation for subsequent efforts.*

**(D8) Controlling/evaluation**

*A controlling and evaluation system must be set up in order to guarantee the continuous improvement process and monitor its quality. It is essential to verify that the declared objectives have been duly achieved, and to evaluate how they have contributed to the authority's sustainable development.*

*By combining the results of this analysis with the updated data from the status report (monitoring), corrective measures can be defined and new initiatives launched.*

## SUCCESS FACTORS

*Experience has shown that the success of a sustainable development process is linked directly to a number of key factors. These factors are important in all project management, but acquire a special significance in the context of sustainable development processes.*

### (F1) Multidisciplinary teams

*The various projects (the process itself or individual measures) are led by multidisciplinary teams, who offer wide-ranging knowledge, skills and expertise that are both diverse and complementary. The members of a team are chosen to reflect the needs of the project.*

### (F2) Cross-cutting approach

*Structures and processes are put in place in the organisation so as to take a cross-cutting and effective approach to projects. Actors from different agencies and departments collaborate without administrative constraints.*

### (F3) Networking of actors

*The process enables public and private actors to collaborate and local people, various stakeholders and businesses to become actively involved. The actors involved know each other and can develop a joint network in the interests of the authority.*

### (F4) Communication

*The objectives, progress, content and results of the process are communicated to a wide audience in terms that are universally accessible. The authority's various actors are familiar with the process and the progress achieved thus far.*

### (F5) Transparency

*The process and projects are conducted in a transparent way, facilitating automatic monitoring and fostering a climate of trust.*

In *Responsabilitez*, the municipal authority itself (F15) is responsible (F14) for the sustainable development process and for monitoring the related legislative objectives (D4). Thanks to the sustainable development performance indicators (D3, D8) and the project sustainability checklist (F11), it can check at any time whether its town is developing along the right lines. Since last year, municipal employees have regularly evaluated (F5, F8) the results of some of their projects from a sustainable development perspective, at meetings involving a number of agencies (F2).

**(F6) Participation**

*Participatory processes are encouraged. These can help anticipate implementation problems, use the population's knowledge of the local context and involve the public in the realisation of the process. However, these processes must be carefully prepared and must not be designed simply to pay lip service to the idea of participation. Participation is also encouraged with regard to the process as a whole, especially during the stock-taking process and when defining the vision or preparing the action plan.*

**(F7) Awareness-raising**

*The projects that are implemented are not designed solely to make the authority more sustainable, but make a major contribution to raising awareness among the various sustainable development actors. Moreover, awareness-raising is an important preliminary stage of the process, with a view to mobilising the greatest possible number of actors.*

**(F8) Encouraging learning**

*Lessons are learned from experience gained during the process or related projects and shared with the community's various actors. The process serves as a testing ground and promotes the acquisition of a sustainability mindset through the sharing of experience.*

**(F9) Institutionalisation of the process**

*The sustainable development process is institutionalised. Roles and responsibilities are attached to functions, rather than just to people. The stages of the process are incorporated into the running of the municipality (for instance, by including the objectives of the process in the legislative agenda).*

**(F10) Integration of the principles of sustainable development into all public action**

*The experience gained and tools and processes developed within the process must be integrated to maximum effect into everyday administrative and political management. This ensures maximum impact and secures the long-term future of the process, regardless of fashions or individuals.*

*The objectives of sustainable development are enshrined in public policies and administrative tools such as strategic plans, laws, regulations and the legislative agenda.*

**(F11) Appropriate tools**

*The tools necessary for implementing sustainable development objectives are developed and employed in an efficient and consistent manner. In particular, this includes monitoring tools (indicator systems, audits, etc.), strategic management tools (performance indicators etc.), integrated management tools (finances, environment and society) and evaluation tools (project/process evaluation, etc.).*

**(F12) Skilled actors**

*The actors are familiar with the objectives of sustainable development and have the skills and expertise to put them into practice in their day-to-day work. Ongoing training provides a forum for sharing experience and developing general knowledge and skills.*

**(F13) Clear organisation**

*The process is governed by clear structures and a detailed organisation chart. Its links with the authority's administrative and political structure are precisely defined. The tasks and functions are defined independently of individuals, to ensure continuity.*

**(F14) Well-defined roles and responsibilities**

*Each person knows what his or her role and responsibilities are, and they are clearly communicated. Roles and responsibilities are compatible with personal capabilities, as well as the other functions performed by each actor in the community (political responsibility, personal interests, etc.).*

**(F15) Political support**

*Political support is vital. It must be sought at the earliest possible stage in the process, then carefully maintained. The measures will have to be politically approved and the financial and human resources allocated. Political circles must not perceive the sustainable development process as a rival effort.*

**(F16) Availability of financial and human resources**

*Although part of the process can sometimes be realised with the aid of external resources (voluntary work, specific agencies affected, etc.) it is nonetheless important to have sufficient financial and human resources available for coordination, planning and controlling activities. The measures themselves also require resources – for implementation, communication or enhancement.*



## 4 Process evaluation tools

Numerous tools for evaluating the quality of local Agenda 21<sup>4</sup> and similar processes have been developed in recent years. Those available in Switzerland are outlined, very briefly, below. All of these tools use some of the quality criteria P1 to P3, D0 to D8 and F1 to F10 described in this report. The majority of these tools are regularly refined, so it is important to ensure that the latest version is obtained.

### Facteur 21 / Impuls 21

**Description:** Facteur 21 can be used to take stock of and measure a public authority's planned and realised activities from the perspective of sustainable development. In the presence of an external facilitator, the municipality draws up a profile of its strengths and weaknesses and formulates proposals for improvement (new themes that could be tackled from the sustainable development angle, new actors who could be involved in the process). The instrument is based on the Excel program.

**Organisations responsible:** This method and instrument draw on the experience gained in the *Energy City* process, part of the *SwissEnergy* programme for municipalities (Federal Office of Energy). The canton of Basel-Land has developed a version called **Impuls 21**, an instrument that is part of a wider process (information, sustainability analysis, commitment, implementation).

**Contact:**

[www.energiecite.ch](http://www.energiecite.ch) < Produits (French)

[www.agenda21-so.ch](http://www.agenda21-so.ch) < Projekte (German)

[www.impuls21.ch](http://www.impuls21.ch) (German)

#### Quality criteria in this report evaluated by Facteur 21

(P1)

(D3) (D6)

Although the use of this tool requires a cross-cutting approach (F2) and political approval (D5), these are not used as evaluation criteria.

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<sup>4</sup> Process evaluation tools should not be confused with project evaluation tools. For the latter, see *Guide des outils d'évaluation de projets selon le développement durable* [Guide to tools for evaluating the sustainability of projects] (ARE 2004).

## Local Evaluation 21

**Description:** Based on questionnaires that are completed online (one for the representative of the municipality and others for the stakeholders), a feedback report on the sustainable development process is returned automatically (possible improvements, comparison with similar processes in Europe, progress).

**Organisations responsible:** Developed by the partner consortium LASALA (Local Authorities' Self Assessment of Local Agenda 21) under the direction of ICLEI Europe (Local Governments for Sustainability).

**Contact:**

*[www.localevaluation21.org](http://www.localevaluation21.org)*

Local Evaluation 21 is available in twenty languages, including French, German, Italian and English.

**Quality criteria in this report evaluated by Local Evaluation 21**

(P1), (P3)

(D1), (D2), (D3), (D4), (D5), (D6), (D7), (D8)

(F1), (F2), (F3), (F4), (F5), (F6), (F7), (F8), (F9), (F10), (F12), (F13), (F14), (F16)

## **Unternehmen.21 : “Checklist for the design of sustainable municipal development processes”**

**Description:** A checklist provides a basis for evaluating the quality of a municipal sustainable development process based on a set of criteria. The outcome of this evaluation enables a municipality to be recognised as a "local Agenda 21" municipality, so that it can participate in the Unternehmen.21 “Municipal sustainability profile” (see p. 20).

**Organisations responsible:** Bodensee Agenda (CH-D-A-FL).

**Contact:**

*www.Unternehmen21.net* < Wie funktioniert? < Prozess-Checkliste  
Unternehmen.21 is only available in German

**Quality criteria in this report evaluated by the Unternehmen.21 checklist**

(P1), (P2), (P3)

(D1), (D2), (D3), (D4), (D5), (D8)

(F1), (F2), (F3), (F4), (F5), (F6), (F7), (F8), (F9), (F10), (F11), (F12), (F13), (F14),  
(F15), (F16)

NB: Criteria (D5) and (D7) are evaluated in the complementary Unternehmen.21 instrument “Municipal sustainability profile”.

## **Unternehmen.21 : “Municipal sustainability profile”**

**Description:** Actors who represent the municipality assess the impact of current and future projects on the economy, the environment, society and global responsibility. The results are presented online, in the form of graphs.

**Organisations responsible:** Bodensee Agenda (CH-D-A-FL).

**Contact:**

*www.Unternehmen21.net < Wie funktioniert?*

Unternehmen.21 is only available in German.

**Quality criteria in this report evaluated by the Unternehmen.21 sustainability profile**

(P1), (P2)

(D6), (D7)

NB: The other criteria are evaluated in the Unternehmen.21 “Checklist for the design of sustainable municipal development processes”, which must be used beforehand (see p. 19).

## ProzessKompass

**Description:** The method comprises an information document, questionnaires for the various parties involved at authority level and a result-processing tool. Its objective is to enable the municipalities to improve their sustainable development processes from the outset, using questions to identify undesirable or unexpected effects. A checklist is provided for comparison within Switzerland.

**Organisations responsible:** Ecos (Basel) and the Interfaculty Coordination Office for General Ecology (IKAÖ) of the University of Bern.

**Contact:**

<http://www.ikaoe.unibe.ch/forschung/evaLA21/>

<http://www.ecos.ch>

Prozesskompass is only available in German, and at the time of publication of this document is still being fine-tuned.

### Quality criteria in this report evaluated by ProzessKompass

(P1), (P2), (P3)

(D1), (D2), (D4)

(F3), (F4), (F5), (F6), (F13), (F14), (F15), (F16)

NB: "ProzessKompass" is a participatory process evaluation method. Therefore, all the criteria listed are formulated accordingly.

## 5 Further information

This document gives an outline of a high-quality sustainable development process.

It enables local authorities that are already involved in a sustainable development process to make comparisons with others and serves as a reference for those who are embarking upon a new process.

The authorities will adapt the proposed model to their own situation, fleshing it out and adding to it.

There are a number of contacts, organisations and information sources that can offer support:

### **Federal and cantonal sustainable development agencies**

The mission of the Sustainable Development section of the Federal Office for Spatial Development, which oversaw the production of this document, is to promote the realisation of sustainable development processes at local, regional and cantonal level:

*<http://www.are.ch/sustainabledevelopment>*

In addition, each canton has designated an agency or official with responsibility for sustainable development, who can provide support or put people in touch with the competent organisations in the region in question. A complete list is included in Appendix 1 of the following online publication:

*<http://www.are.admin.ch/imperia/md/content/are/nachhaltigeentwicklung/la21/7.pdf>*

Some cantons also have excellent websites with useful documents and information.

### **Reference documents on sustainable development processes**

- Rio Agenda 21 (1992):  
<http://www.un.org/esa/sustdev/documents/agenda21/index.htm>
- Aalborg Charter (1994):  
[http://europa.eu.int/comm/environment/urban/pdf/aalborg\\_charter.pdf](http://europa.eu.int/comm/environment/urban/pdf/aalborg_charter.pdf)
- World Summit on Sustainable Development, Johannesburg (2002):  
<http://www.un.org/events/wssd/index.html>
- Aalborg Commitments (2004): <http://www.aalborgplus10.dk/>
- Gemeinsame Erklärung zur Lokalen Agenda 21 in Österreich – Beschluss der Landesumweltreferentenkonferenz am 9.10.2003 – Bundesministerium für Land- und Forstwirtschaft, Umwelt und Wasserwirtschaft, Vienna.  
<http://www.lebensministerium.at>

### **Federal government publications on the subject of sustainable development, all of which can be downloaded from the website of the Federal Office for Spatial Development (ARE)**

- The Swiss Federal Council Sustainable Development Strategy 2002 (2002)  
<http://www.are.admin.ch/imperia/md/content/are/nachhaltigeentwicklung/strategie/7.pdf>
- État des lieux des démarches de développement durable dans les communes [Status report on sustainable development processes at municipal level] (2003)  
<http://www.are.admin.ch/imperia/md/content/are/nachhaltigeentwicklung/la21/2.pdf>
- Sustainable Development in Switzerland. Indicators and Comments (2003)  
<http://www.are.admin.ch/imperia/md/content/are/nachhaltigeentwicklung/indikatoren/39.pdf>
- État des lieux des démarches de développement durable dans les cantons 2003–2004 [Status report on sustainable development processes at cantonal level 2003–2004] (2004)  
<http://www.are.admin.ch/imperia/md/content/are/nachhaltigeentwicklung/la21/8.pdf>
- Guide des outils d'évaluation de projets selon le développement durable [Guide to tools for evaluating the sustainability of projects] (2004)  
<http://www.are.admin.ch/imperia/md/content/are/nachhaltigeentwicklung/14.pdf>
- Sustainable development in Switzerland: Methodological foundations (2004)  
<http://www.are.admin.ch/imperia/md/content/are/nachhaltigeentwicklung/16.pdf>

### **Guides to the implementation of Agenda 21**

- Le Guide pratique de l'Agenda 21 communal [Practical Guide to the Municipal Agenda 21 of the canton of Geneva] (2002):  
<http://www.ge.ch/agenda21/communes/welcome.html>
- Développement durable dans la commune – Vade-mecum [Sustainable Development in the Municipality handbook of the canton of Bern] (2004):  
[http://www.bve.be.ch/site/fr/bve\\_kus\\_pdf\\_ne\\_vademecum\\_f\\_2004.pdf](http://www.bve.be.ch/site/fr/bve_kus_pdf_ne_vademecum_f_2004.pdf)
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## 6 Glossary

<b>Action</b>	Act undertaken to achieve a specific effect.
<b>Agenda 21</b>	Action programme for the 21 <sup>st</sup> century, designed to translate into action the principles and objectives of sustainable development, as defined in Rio (1992) at the second Earth Summit organised under the aegis of the United Nations.
<b>Local Agenda 21</b>	Strategic process proposed in the Rio Agenda 21 for implementing sustainable development at the local level. It engages the local authority and requires it to draw up and implement a specific action plan.
<b>Criterion</b>	Characteristic or property of an element upon which an evaluative judgment is based.
<b>Evaluation</b>	Process enabling a judgement to be made, on the basis of standards or established criteria, of the value of a situation, a process or a specific element.
<b>Process evaluation</b>	Process enabling a judgement to be made, on the basis of standards or established criteria, on the steps and activities undertaken by a local authority with a view to its development.
<b>Measure</b>	Means employed with a view to a specific result.
<b>Participation</b>	Active involvement of the people concerned in a process, as stakeholders.
<b>Process</b>	A series of coordinated and regular steps and activities leading towards an objective.
<b>Project</b>	Single, time-limited undertaking, using human, material and financial resources with a view to achieving objectives laid down in a mandate.

*The definitions of the Agenda 21 terms were taken from: Brodhag C. et al. (2004): Dictionnaire du développement durable, published by AFNOR, 296 pages. The other definitions are loosely based on the "Grand dictionnaire terminologique" published by the Office québécois de la langue française, and translated into English.*