

**FUTURE IN THE ALPS**

**ALPKNOWHOW SYNTHESIS REPORT**

Karin Hindenlang, 24 April 2006

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The Future in the Alps Project is organized by the International Commission for the Protection of the Alps (CIPRA) and financed by the MAVVA Foundation for Nature Conservation. Through this project, CIPRA is contributing towards sustainable development in the Alpine region and the implementation of the Alpine Convention.

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## 1 INTRODUCTION

### 1.1 About 'Future in the Alps'

"Future in the Alps" is a broad-based knowledge management project aimed at promoting sustainable development in the Alpine region. The project is organised by CIPRA, the International Commission for the Protection of the Alps, and financed by the MAVA Foundation for Nature Conservation. The aim of Future in the Alps is to get people, businesses and institutions to network in order to exchange and implement expertise and information, and as a result create new incentives for sustainable development in the Alps. The project is a contribution by CIPRA to the implementation of the Alpine Convention. The project started in summer 2004 and will finish in 2007.

Future in the Alps promotes new and existing initiatives aimed at achieving a harmonious balance between nature conservation, the needs of the population and economic objectives. Practical experience and the latest research findings are collated, evaluated and processed for further application in the project phase alpKnowhow. alpService makes the results available to a multitude of players. Sustainable pilot projects that apply this knowledge are in turn supported and monitored. alpPerformance brings together players who adopt an innovative and sustainable approach to their economic activities, to form part of an "Alpine Enterprise".

The 'Future in the Alps' project is based on six fundamental issues compiled jointly by the project's core team and by external experts:

- Regional Value Added
- Governance Capacity
- Protected Areas
- Mobility
- New Forms of Decision-Making
- Policies and Instruments

Further information on Future in the Alps is available at [www.cipra.org/future](http://www.cipra.org/future).

## 1.2 alpKnowhow – the knowledge base for alpService

For each issue addressed in Future in the Alps, existing knowledge from research and best practice has been gathered in alpKnowhow. The data collated is based on both study work (specialist literature, media, etc.) and discussions with project managers and key players from the Alpine regions carried out by six teams of experts. A rating system developed as part of the Future in the Alps project has been used to select the knowledge base. The knowledge base and examples of good practice have been pooled, interpreted and summarised in line with the project's six fundamental issues.

The results of the work by some 40 experts from all the Alpine countries are held in alpKnowhow, and the main products from the knowledge gathering and processing activities are published on [www.cipra.org/future](http://www.cipra.org/future).

For each of the six key issues, the following English-language documents are available: a **work report** complete with appendices, the **main publications** selected for the specific issue, and **examples of best practice and good practice** from different Alpine countries.

The **synthesis report** summarises the results and conclusions from all six themes. Other products include a **project-related glossary** (Annex 1 of the synthesis report) and a list of **research questions** still outstanding (Annex 2 of the synthesis report).

The contents of alpKnowhow are used to compile alpService offerings that are made available to anyone involved in research and practical work. For projects and networks closely related to actual practice, existing knowledge is held in several languages. For this purpose Future in the Alps provides an interactive database-supported website at [www.cipra.org/future](http://www.cipra.org/future), organises conferences, seminars and training courses for players from the regions, and is due to publish a Third Alpine Report.

### 1.3 How to read the synthesis report

The alpKnowhow synthesis report is a work report. It gives an overview of the main conclusions and recommendations made by the experts regarding the six issues of Future in the Alps and further addresses the key messages resulting from its knowledge inquiries across all issues.

The target group for this report includes local and regional initiatives, planners, consultants, administrative and political decision-makers, scientists, NGO's and all types of multipliers and practitioners aiming at sustainable development in the Alps. By implementing the results of alpKnowhow, further knowledge on sustainable development will be gathered, thereby extending the lifespan of the results presented by Future in the Alps.

The synthesis report is divided in two parts and additionally contains two annexes.

**Part 1** of this report summarises for each of the six issues:

- 1 The problem and detailed questions addressed by the Future in the Alps project
- 2 The synthesis and conclusions for each issue presented by the expert teams

**Part 2** of this report summarises:

- 1 The key messages containing those results, conclusions and recommendations of the six expert teams that coincide or complement each other.
- 2 The results, conclusions and recommendations of the six expert teams that represent different points of view with regard to specific topics and focus on future challenges.

**Annex 1** of the synthesis report comprises the **project-related glossary** that has been updated by the expert teams.

**Annex 2** of the synthesis report consists of **outstanding research questions** that have either been identified during the compilation stage of Future in the Alps or emerged from the analyses carried out by the alpKnowhow expert teams.

## 2 PART 1: QUESTIONS AND CONCLUSIONS

### 2.1 Regional value added: How can endogenous potential for creating product and service chains with a high regional value added be successfully exploited?

#### Problem

Rural regions often show poor economic growth and a limited variety of job opportunities compared to urban and peri-urban regions. With increasing global liberalisation and structural change in agriculture, jobs in rural areas of the Alps have been lost over the last few decades, resulting in an ongoing population loss in some areas. One important focus of regional development in Alpine areas is to maintain or even increase the diversity of job opportunities and the regional added value of such rural regions without compromising the sustainable use of their natural resources. Natural resources in Alpine regions are often limited and vulnerable due to climatic and topographical conditions, but at the same time they often exhibit a high value and a uniqueness in terms of their ecological quality and product potential. The uniqueness of different Alpine landscapes and cultural characteristics is itself often considered to be an important endogenous resource. Sustainable economic structures based on endogenous resources are therefore very relevant to the prospective development of Alpine regions.

**Theme 1** of 'Future in the Alps' addresses the following questions:

- 1 How can regional and local opportunities be exploited in order to develop regional chains with a high added value?
- 2 What new policies and instruments are needed to facilitate regional innovation and co-operation projects?
- 3 How can existing regional chains be linked together in order that people may benefit from the resulting network?
- 4 How can potential network partners most efficiently benefit from the knowledge present in the network?

The aim was to identify those success factors governing regional chains of production

and services that make use of endogenous resources such as social and cultural identity, land use, farming etc. Information on successful regional value-added chains and co-operation based either on literature or on examples of best practice has been analysed and used to predict future potential for adding regional value.

## **Conclusions and recommendations**

The analysis of literature and best practice examples has shown that endogenous resources in Alpine regions offer high value and uniqueness in terms of their ecological quality, cultural characteristics and production methods, and therefore have great potential for successful regional product and service chains (e.g. wood chains, sweet chestnut chains, clean energy production and protected areas). Innovative regional product and service chains based on endogenous resources not only make it possible to create and maintain jobs within the region but also facilitate sales opportunities on a regional, national and even international level due to a unique selling position of exclusive high-quality niche products from the Alps. Therefore, one important focus of regional development is to take maximum advantage of the existing natural resources and use them in a sustainable way. An attractive landscape and the creation of niche markets for agricultural products, handicrafts, renewable energy production and tourism represent promising potential for future development in Alpine areas.

An awareness of existing regional value and its sustainable use requires a **common understanding** of regional processes, potential and future trends by local stakeholders and decision-makers. Exchanging experiences, problems, needs and requirements between all the stakeholders involved within a region is an important task for future development. Establishing communication platforms is one promising way of contributing towards an integrated transfer of information within a region and jointly drawing up development objectives for that region.

It is particularly important to foster **networking** between project groups, local stakeholders and decision-makers in order to contribute to improved economic efficiency and increase regional acceptance for projects. Co-operative actions within individual sectors and cross-sector co-operation aim at bringing together the relevant stakeholders and benefiting from the expertise and social networking of all the partners involved. Many stakeholders in the Alps still act very individually. Small enterprises in particular are inexperienced and at a first glance uninterested in co-operation. Convincing local stakeholders of the advantages of co-operation is a very sensitive issue and has to be approached with great care. Entrepreneurs who have already benefited from co-operation could become reliable “witnesses” for other entrepreneurs. Confidence among the representatives of the different interest groups and voluntary involvement in the work process are important prerequisites for launching new joint initiatives and maintaining co-operation.

To build up successful production and service chains, **professional project**



**management** is very important right from the start in order to ensure quality and product management. The involvement in the initiation process of a **key person with roots** in the regional economy can be crucial for a successful project launch. Many projects fail because of inexperienced project management. Transferring specific management expertise and experience as well as improving networks between experts and regional stakeholders is therefore crucial to the success of new production and service chains. The successful launch of a new regional product is strongly linked to a unique selling point and requires good product promotion involving expert knowledge (product development). Market opportunities for new regional products must be analysed in the early stages of the project (marketing strategy). It is necessary to ensure that products meet the required quality criteria in order to guarantee the reliability of the brand and avoid overlaps with other quality brands. Accurate product development and professional project management and marketing require expert knowledge and therefore an increase in the skills base of Alpine regions. One idea might be to launch integrated education programs in business economics within Alpine regions.

Alpine projects should link in with **urban market** demands and take account of recent trends. Combining local requirements and regional potential with national trends and demands is a huge challenge. Many Alpine regions still focus on winter tourism, because winter activities are still very popular in the Alps. With regard to sustainable development in Alpine regions, it is crucial to integrate trends as well as traditional socio-cultural aspects and regional potential into the regional planning process, and use the available endogenous resources in a sustainable manner. Future regional and local projects and initiatives should not only be based on local markets for endogenous resources, but should also form part of a global (national or even international) sustainable development strategy.

The following **recommendations** are made in order to strengthen the regional value added in product and service chains:

1. Human resources and skills are the main prerequisites for innovative and sustainable development in the Alps. Therefore, **long-term skills development** is needed, aimed at private businesses, public administration and non-governmental organisations. Issues of importance for skills development include networking and co-operation tools, organisational development, product development, project management and evaluation, change management, innovation management and participative processes. Setting up a “Master Course on Excellence in Alpine Development” and “One Stop Shops” could provide suitable institutional settings for skills development in the Alps.

2. Alpine regions need to jointly develop **long-term strategies and objectives by**

integrating various interest groups. Communication platforms and joint innovation initiatives are promising tools for involving different stakeholders and developing common objectives and measures either within individual regions or across various different regions.

3. Alpine regions should act locally but think globally! Alpine regions tend to hold conservative, inward-looking views. An **outward-looking economic and social strategy** that combines local potential with national demands and is based on co-operation with urban areas must be developed in order to ensure successful Alpine services and product marketing.

4. The uniqueness of the Alps can be characterized by resources that are of a high quality yet also vulnerable, and by the strong commitment of local stakeholders. The development of **high quality services consuming few resources** (e.g. sustainable tourism, natural hazard and risk management, etc.) should therefore be encouraged. Local communities should foster an awareness of their endogenous resources, and promote ways of preserving and using these in a sustainable manner.

5. Successful marketing strategies refer to “**Unique Alpine selling points**”. They combine innovation and the use of endogenous resources and therefore provide promising potential for the development of unique products, services and institutions. Platforms should be established at different geographical levels (regional, Alpine and international) in order to co-ordinate the various unique selling points of the Alps.

6. The success of projects is often linked to the strong **leadership** of key persons. Individual and institutional leadership expertise must be proactively developed in order to ensure the success of future projects.

7. Today’s investment policies often cannot cope with the requirements and structures of sustainable Alpine projects that are the result of a strong economic dependence on government subsidies and grants. The establishment of a “**Bank for Alpine Development – BAD**” offering investments and professional management services could promote economic independence.

### **Further documents (available on [www.cipra.org/future](http://www.cipra.org/future)):**

Final Report of Theme 1 of Future in the Alps: Regional Value Added. How can endogenous potential for creating product and service chains with a high regional value added be used successfully? C. Lardelli, P. Bebi, G. Scaramellini, A. G. Dal Borgo, C. Pirovano, J. Heeb, K. Reiner, L. Fidschuster and K. Hindenlang. March 2006, Davos, Milan, Vienna, Lucerne.

Publications and examples of best practice relating to Theme 1

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## **2.2 Governance capacity: What is it – other than economic and ecological aspects – that prompts people to stay in the Alps or to move to the Alps? How can we consolidate the governance capacity of individuals and communities?**

### **Problem**

Although more than 60% of the Alpine population lives in urban areas, the image of the Alps is still dominated by idyllic scenery and rural regions characterized by agriculture and forestry. Over the few last decades, the spatial structure of the Alps has undergone far-reaching changes that have led to an increasing polarisation of social and economic development into the growth of prosperous urban centres, their surroundings and centres of tourism, and the decline of peri-urban and peripheral regions. The declining regions are characterised by out-migration, a decreasing number of jobs, a brain drain and increasingly vulnerable basic public services. These changes in spatial structure reflect the ongoing economic and social changes in the Alps.

**Theme 2** of 'Future in the Alps' addresses the following questions:

- 1 Apart from economic and environmental aspects, why do people stay in or move to the Alps, especially the peripheral regions? What social factors are attracting them?
- 2 How will the social situation change over the next 20 years? How will this affect different social groups: young people, elderly people, men, women and immigrants?
- 3 What are the main threats, and what is the potential for the future? What will be the consequences for daily life in peripheral regions and how will regional identities change?
- 4 What are the consequences of these social changes for sustainable development in the Alps?

The aim of the experts' investigations was to propose a precise and operational definition of governance capacity in building a general understanding of the relations between social structures and dynamics on the one hand, and governance and modes of government on the other hand. As the attractiveness of a region and governance

capacity are not generally interrelated, concepts such as “social cohesion”<sup>1</sup>, “social capital”<sup>2</sup> and “common interest” seemed to provide a better framework for analyzing governance capacity. The underlying social factors leading to good governance capacity have been identified by exploring social science knowledge and illustrated by searching for examples of good practice.

## Conclusions and recommendations

A local society is liable to maintain and increase its “governance capacity”:

- When individuals share a common definition of what the common interest is and when there is strong social cohesion (complementarity between individuals and groups, balanced social stratification, feeling of solidarity).
- When the local society and economy are diverse enough to allow individuals to develop a wide range of social and economic roles and actions that are likely to facilitate the development of collective welfare.
- When individuals have acquired a strong social capital, in other words individual and collective resources generated by the social network are integrating every member of the local society.

**Social cohesion** – the capacity of a society to ensure the welfare of all its members – may be the most important feature. It contributes to social security, social stability and the attractiveness of a region. Social cohesion can only be achieved through social integration. Thus a highly developed social welfare system involving all local people is a prerequisite for avoiding social conflict, social exclusion and rural poverty. Local governance capacity can only evolve within democratically organised societies. Social cohesion implies a balanced social stratification, proper instruments and means of dealing with different interests and conflicts, participatory decision-making processes, the equal involvement of all groups of local society (young and elderly people, women) and tolerance towards social and ethnic minorities.

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<sup>1</sup> Social cohesion means the capacity of a society to ensure the welfare of all its members, minimising disparities and avoiding polarisation. A cohesive society is a mutually supportive community of free individuals pursuing these common goals by democratic means (Report on Social and Economic Cohesion, European Union).

<sup>2</sup> Social capital means the connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them (Robert Putnam, 1993).

**Social capital** is generally seen as the driving force behind social relations and can be generated by a wide variety of social interactions and institutions. It represents relations among individuals in terms of social networks and the amount of reciprocity and trustworthiness that arises from them. Social capital facilitates co-ordination and mutual co-operation. Like other forms of capital, social capital is inherently productive and enables people to achieve goals that they would not accomplish on their own. But developing social responsibility should not be achieved by cutting back on public infrastructure and services or a general withdrawal of the state. Thus, there must be proper 'hardware' in terms of adequate local structures to enable the 'software' i.e. social capital to be effective.

The following conclusions can be drawn from the analysis of factors influencing governance capacity and social cohesion in Alpine regions:

- The **social attractiveness** of an Alpine location principally depends on the availability of jobs at or near that location (where commuting is possible), on the quality of the environment and on the quality of local infrastructures and services. Although attractiveness can explain most of the migratory trends, it does not explain the capacity of local people to develop good governance practises.
- **Local cultural identity** is a major factor influencing governance capacity, since inhabitants are more likely to agree to projects and actions when they share common values and perceptions. However, in order to enhance collective action, local identity should not be limited to minorities (e.g. long-established local families), but should be open to newcomers and be meaningful by itself, even when commodified in tourism.
- **Territorial cohesion** can foster social cohesion and governance capacity. Whatever settlement structures there are, it is important to develop a common comprehensive perception of a society's local territory and modify individual locations to form a coherent structure that is meaningful to all inhabitants.
- **Social resources** are more likely to be invested in local development and governance if local societies open up to the outside world and if local individuals are linked to social networks that include non-local people.
- **Gender equality and the participation of women** are major factors in developing fair and dynamic local societies. By creating favourable conditions for the economic, political and socio-cultural integration of women (property and land ownership, employment, membership of local associations and councils) the social potential of the whole region can be enhanced since women comprise approximately half of the total population.
- Although there is a diversity of political and administrative cultures throughout

the Alpine regions, **democratic participation and bottom-up processes** should be incorporated in order to reconcile governmental and institutional frameworks with the perceptions and requests of individuals in their particular region.

- **Infrastructures and services** are subject to global trends that may enhance competition between locations. Local communities have to cope with the challenges involved in the privatisation of public services and hence develop local initiatives and innovative ways of maintaining these services and the number of inhabitants. Information and communication technologies (ICT) can be considered as interesting tools for improving local development, especially when they are linked to other public services and activities.
- The most important issue for governance capacity is the **capacity of local enterprises to co-operate**, to share common ideas on future development, to be willing to be involved in local projects and to enter into an ongoing learning process in order to improve individual competencies.
- **Being aware** of the specific potential and amenities as well as the constraints and limitations of their regional situation, local people are better able to co-operate and implement projects and common actions.

The following **recommendations** are made in order to improve local social cohesion and governance capacity:

1. Local Alpine societies should recognise their **social diversity** and foster particular interests and expectations, especially of women, children, new inhabitants, foreigners, second home owners etc., in order to prevent social exclusion.
2. Local Alpine societies should build up a **common identity**, which should integrate the identities of the majority of inhabitants and interest groups as well as the interests of social, cultural, ethnic, religious and political minorities.
3. Local Alpine societies should work on developing an **integrated perception** of their own territory, taking into account the specificity of every village and economic activity and implementing it in local planning and cultural events.
4. Local Alpine societies should foster their economies within the scope of global trends and develop **cross-sectoral strategies and partnerships** at different geographical and social levels (local, regional, national, international – urban, rural, peri-urban).
5. Local Alpine societies should develop **specific skills** so that they can understand the various political and administrative processes and instruments in order to ensure participation and reconcile local interests with the global framework.
6. Local Alpine societies - both urban and rural – should promote an **outgoing attitude**

in order to maintain and establish as many varied external partnerships as they can.

7. Local Alpine societies should develop **initiatives** for new and more appropriate infrastructures and services. Due to a decrease in public subsidies and the privatisation of public services, local communities must co-operate and pool their requirements and funds.

8. Local Alpine societies should support the empowerment of women and strengthen the social position of women in order to establish a **gender-balanced community** and efficiently capitalise on the social potential of regions.

### **Further documents (available on [www.cipra.org/future](http://www.cipra.org/future)):**

Final Report of Theme 2 of Future in the Alps: Governance capacity. What is it – other than economic and ecological aspects – that prompts people to stay in the Alps or to move to the Alps? How can we consolidate the governance capacity of individuals and communities? B. Debarbieux, C. Luminati, A. Mignotte, G. Wiesinger. March 2006, Geneva, Poschiavo, Vienna.

Publications and examples of best practice relating to Theme 2

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## **2.3 Protected areas: Under what circumstances do large protected areas represent instruments of sustainable development and at the same time suitable instruments for protecting natural diversity?**

### **Problem**

Increasing tourist and transportation infrastructures are endangering the natural ecosystems and biodiversity of the Alps. Concentrating activities on developing tourism and preparing land for building threatens sensitive ecosystems. Retreating agriculture results in uncultivated land and a loss of biodiversity.

Previously, the specific aim of protecting mountain areas was to preserve natural landscapes and biological diversity in the Alps. New types of large protected areas (Biosphere Parks, Protected Landscapes IUCN category V, Managed Resource Protected Areas IUCN category VI etc.) now incorporate resident human populations and their socio-economic structures as an essential element. This has direct consequences not only on the categorization of protected areas but also on management objectives such as sustainable regional development consistent with environmental conservation.

**Theme 3** of 'Future in the Alps' addresses the following questions:

- 1 Under what conditions will large protected areas contribute to regional added value and sustainable development?
- 2 What successful development strategies exist for large protected areas in the Alps?
- 3 Can existing protected areas in the Alps also preserve a high level of biodiversity?
- 4 What measures can be applied to conserve and promote biodiversity?

By collecting and analysing examples of good practice, the aim was firstly to highlight the conditions under which protected areas can contribute towards adding regional value. At the focal point are cross-sectoral projects where those managing protected areas co-operate with tourism, agriculture, commercial enterprises, and other regional value-added sources. The second aim was to identify the contribution of protected areas and their networks – in particular large-scale protected areas – towards

preserving biodiversity. The emphasis was placed on projects that give consideration to both regional development<sup>3</sup> and biodiversity<sup>4</sup>.

**Regional development** means not only adding more value but also increasing the quality of life. Activities undertaken as an integral part of regional development encompass: sustainable tourism and recreation; water resource provision and management; land use planning and environmental management; agricultural, fisheries, mineral and energy developments; labour market research and employment generation; education, training and professional development; industry policy and industrial relations; transport and communications; trade, business and industry promotion and support; provision of infrastructure and community services; co-operation and value-added chains; and participation methods. The effects of different activities on regional development within protected areas represents a very recent field of research.

**Biodiversity** is a complex concept and the values of biological diversity are multiple: they range from ethical and aesthetic values to the services that species and ecosystems provide. Therefore the values of biodiversity are difficult to define and measure, although various attempts have been made to do so. Biodiversity is naturally high in the Alps due to their altitudinal gradient, the variable topography, the variety of climatic situations and the traditional ways in which people make use of the landscape. Biological diversity is currently decreasing for various reasons (changes in land use, pollution, climate change etc.). Sustainable development in agriculture, forestry and tourism can contribute to maintaining or even enhancing biodiversity. Protected areas can play a key role in piloting ways of implementing and testing new sustainable development strategies.

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<sup>3</sup> “Regional development” can be viewed as a holistic process whereby the natural and physical environmental, economic, social and cultural resources of a region are harnessed for the betterment of people in ways that reflect the comparative advantage offered by the inherent and geographically different characteristics of the area ([www.ird.uwa.edu.au/about/definition](http://www.ird.uwa.edu.au/about/definition)).

<sup>4</sup> The biological diversity or biodiversity describes the variability among living organisms from all sources including inter alia, terrestrial, marine and other aquatic ecosystems and ecological complexes in which they are part according to the definition of the Convention on Biological Diversity (CBD). It can be described on 3 biological levels: within a species (genetic diversity, population differentiation), between species, and between species communities and ecosystems.

## Conclusions and recommendations

Analysing examples of good practice has shown that large protected areas can represent instruments of sustainable **regional development** if human resources are comprehensively considered, if a proper management concept is adopted and if a well-organised process is established.

The success of projects is strongly related to a **leading key person or a leading team** who enjoys a good reputation and is able to inspire and motivate the participants and partners throughout the process. It is only such leading individuals or teams that are capable of integrating into projects those promoters who are influential in politics and business as well as inhabitants who are committed to the project. Large protected areas that lack a key leader should train their management personnel in motivation and mediation in order to gain political, economic and public support.

Furthermore, a proper **management concept** should be adopted which promotes long-term sustainable development. Successful concepts are based on regional tradition, culture and identity in order to allow promoters and inhabitants to identify with the project. With regard to the management concept it is essential to define and communicate clear **objectives**. Large protected areas that have integrated all interest groups right from the beginning have been able to establish common goals and quantifiable objectives concerning economic, ecological and social issues. Unfortunately, in most cases either economic or ecological objectives are defined very generally (e.g. “improving the economic situation” or “increasing biodiversity”) and biodiversity objectives in particular are imprecisely worded.

Once the objectives have been clearly and precisely defined, the next step is to design a **strategy** and **measures** in order to achieve these objectives. Innovation and cross-sectoral co-operation (e.g. in agriculture, gastronomy and trade) are important key factors influencing the successful implementation of a strategy (e.g. Gîtes Panda in France). Measures that create a win-win situation among different stakeholders are therefore the most successful. Synergies and win-win situations need to be quantified and communicated to all participants and interest groups. Large protected areas that measure and monitor their effects on the environment and the economy tend to have a better reputation in politics and business than those with no monitoring. Only rarely are both economic and ecological effects measured. Consequently, only some of the stakeholders recognise how they can benefit from a particular project.

Protected areas are able to obtain **funding** for specific projects that is not available to other organisations or institutions. For example, funding is available as part of the INTEREG or LEADER programme for projects that contribute to the development of

long-term structures which only need seed money and are self-supporting in the future (e.g. the network of local enterprises and manufacturers in the Queyras Regional Nature Reserve). Thus, protected areas can pioneer innovative ideas and processes (e.g. environmental labelling and EMAS registration).

Protected areas should establish co-operation with **research** institutions in order to promote specific research and monitoring projects that focus on the objectives of the particular protected area. The knowledge gained can be used to adapt management processes on an ongoing basis and evaluate the effects of the protected areas in a region (e.g. the Ecrins National Park and the Swiss National Park).

With regard to biodiversity, protected areas are the most important instrument of “**in situ**” **conservation**. However, the continuous decrease in biological diversity in the Alps is evidence that further action is needed. One reason might be the lack of clear objectives that many projects have when it comes to monitoring and conserving biodiversity. In addition to the static conservation of species and habitats within individual protected areas, biological diversity (genetic diversity, species communities and ecosystems) must be protected by wide-ranging dynamic measures that today’s protected areas cannot offer. It is thus important to create **ecological networks** between protected areas resulting from regional initiatives including several protected areas and their surrounding territory (e.g. Réseau écologique départemental de l’Isère).

The following **recommendations** are made in order to increase the contribution of protected areas towards regional development and preserving biodiversity:

1. Large protected areas should rely on a **leading key person** capable of involving promoters and inhabitants in the project. Large protected areas that lack a strong leading person or leading team should train their management personnel in motivation and mediation in order to gain political, economic and public support.
2. Future protected areas should define clear, quantifiable **objectives** covering economic, ecological and social issues right from the start. In order to achieve these objectives, a suitable **strategy** and **measures** should be formulated and the results communicated to all partners. Special emphasis should be placed on synergies and win-win-situations between different stakeholders.
3. Protected areas should periodically **evaluate and monitor** the ecological, social and economic effects of the area in order to maintain the motivation, positive attitude and support of all the stakeholders involved. Research institutions are therefore important partners of protected areas.
4. Further investigations and activities are needed with regard to the conservation and evaluation of biodiversity. Suitable objectives and monitoring strategies should be

established within protected areas. The establishment of **ecological networks** between various protected areas and their surroundings is an important measure for preserving biodiversity across extensive geographical areas.

**Further documents (available on [www.cipra.org/future](http://www.cipra.org/future)):**

Final Report of Theme 3 of Future in the Alps: Protected Areas. Under what circumstances do large protected areas represent instruments of sustainable development and at the same time suitable instruments for protecting natural diversity? C. Schmidt, P. Zimmer, D. Zollner, M. Jungmeier, Y. Kohler, C. Ossola, G. Plassmann, K. Hindenlang. April 2006, Munich, Gap, Vienna.

Publications and examples of best practice relating to Theme 3

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## **2.4 Mobility: How are mobility and the development of regional structures connected? What solutions are there to fast growing leisure, tourism and commuter mobility?**

### **Problem**

Transportation is seen as one of the key issues in the Alps. The transport infrastructure has a strong impact on spatial structures. Goods and passenger transport within and across the Alps play an important role in the regional and national economy. Transportation is also a key aspect of Alpine tourism. However, transport causes air and noise pollution and impacts negatively on people and the environment. Transport policy is therefore one of the most contentious issues in Alpine politics.

Discussions on Alpine traffic are currently dominated by transit traffic issues, although internal traffic represents a higher percentage of total Alpine traffic: whereas the volume (vehicle-kilometres) of transit traffic is only 8%, tourism and leisure traffic and intra-Alpine traffic account for 20% and 72% of total Alpine traffic respectively. Therefore, leisure and tourism mobility as well as commuter mobility should be highlighted in the ongoing discussion.

**Theme 4** of 'Future in the Alps' addresses the following questions:

- 1 What is the contribution of accessibility to regional welfare?
- 2 Under what circumstances are other locational factors more important?
- 3 What do successful formulas for 'a slower pace' look like?
- 4 How can key players and the general public be made aware of sustainable mobility solutions?

Future in the Alps intends to gather and process current knowledge on the subject of mobility in the Alps, focusing on the question of how mobility and the development of regional structures in the Alpine region are connected – good accessibility is not always a decisive factor for prospering regions. The aim is to develop new arguments for discussing the transport infrastructure within the Alps. Future in the Alps also intends to gather examples of good practice involving leisure, tourism and commuter mobility from within the Alps and elsewhere in order to improve knowledge and awareness of sustainable forms of mobility in the Alps.

## Conclusions and recommendations

Experts broadly agree that there is a **positive relationship between transport systems and economic development**. This general assumption is based on empirical studies, and has been transferred to a regional level as well, although there is less evidence that transport systems generate economic benefits at a regional or local level. Distributional effects and the external costs of changing a transport system's infrastructure or organization are often not taken into account sufficiently and there is no consensus among researchers and policy makers on this issue.

However, more recent theories relating to the geographic economy emphasize the **distributional effects** of transport systems in order to explain regional disparities. Empirical studies show that good accessibility does not guarantee prosperity and economic development, while poor accessibility does not necessarily hinder development.

Despite this uncertainty, **current practice in assessing transport projects** is to focus on the positive economic effects these projects have on the catchment areas (SEA, EIA and cost benefit analysis). Network effects are rarely evaluated and there is no unambiguous set of indicators available to assess these effects. The quality of transport systems and the accessibility of markets is just one of many locational factors that influence companies when they are deciding where to invest, and that are used to rank the suitability of different regions as company locations.

Although accessibility and transport infrastructure are not always high priority factors, policy-makers focus on these issues. This may be due to the fact that infrastructure is one of the major instruments in the public sector.

In contrast to the general effects of transport systems on regional development, the **local effects** on spatial structures are more visible:

- Infrastructures create suitable locations for companies and homes.
- In an age of widespread car ownership, local effects include suburbanisation and sprawl.
- Improving connections within regions can at least help to stabilise population levels in peripheral rural areas and support the establishment of local tourist facilities.

However, in a long term perspective, the technological characteristics of transport systems determine **spatial development** in a sustainable way. Trains, planes and ships favour centralised node-oriented spatial structures while widespread car ownership, cheap oil and expanding road networks support more balanced, decentralised structures and increase the opportunities for rural and peripheral regions. Within each system, investments in intra-regional, local and feeder systems favour peripheral rural

areas while supra-regional, high speed or high capacity infrastructures strengthen the nodes and increase disparities between regions.

Within national and regional transport plans, the transport infrastructure is seen as a precondition for economic growth and a general decrease in regional disparities. Although the **interrelationship between transport systems and spatial structures** (sprawl, modal shift to cars and environmental problems) is widely accepted and addressed in many regional concepts, only a few mandatory instruments exist in order to actively govern and manage this link. The reported effects and the lack of instruments are common for all spatial structures and are not restricted to specific regions.

As regards Alpine regions, **specific topographical conditions** set these regions apart from others in Europe. Various natural barriers lead to specific small-scale differences in accessibility. The environmental resources available emphasize the external effects of transport infrastructure more than in other regions. In this light, the general findings for the Alpine regions can be summarised as follows:

- As regards accessibility, Alpine regions benefit in general terms from their location in the centre of Europe. The European Transport Policy will not fundamentally change this situation in the next two decades.
- Wide disparities exist within the Alpine region. In the next few decades the fundamental regional distribution of accessibility will remain, but a few nodal areas will particularly benefit from the development of high-speed rail systems.
- The next phase of infrastructure and transport cost development will favour these nodal areas and strengthen the regions that are already very accessible. Only a few Alpine regions will profit from this development.
- Most of the supra-regional TEN / TINA projects are not a matter of priority for Alpine regions as regards regional development. The emphasis should be placed on intra-regional connections, feeder systems and links to nodal points and developing the existing infrastructure in an environmentally and socially sustainable manner.
- On a local level, more and stronger regulatory instruments of spatial and regional planning are needed in order to govern the interrelationship between transport systems and spatial structures in a targeted way (for example preventing the development of shopping centres, sprawl and new settlements without public transport).

In this context, transport and spatial policies in the Alps should focus on the distributional effects and the external costs of transport systems as well as on the



reorganisation of public services to ensure adequate and reasonable accessibility.

The following **recommendations** are made in order to cope with new transport infrastructure projects and their critical impacts on the environment and spatial structures:

1. As regards **theory**, Future in the Alps recommends the New Geographic Economy (KRUGMANN, 1991), which explicitly focuses on regional disparities.

2. As regards **public debate** on new transport infrastructure projects in Alpine areas with critical environmental impacts, Future in the Alps recommends demanding answers to the following questions:

- Is there a need for new infrastructure projects by existing companies?
- Might the new infrastructure lead to growing competition for local companies?
- Might existing small companies be eliminated because of growing competition? Would the consequence be reduced jobs or services in the region?
- Will the new infrastructure attract new companies? Are there any studies that can prove this? What experiences are there in comparable regions that already have such an infrastructure?
- What are the opportunity costs of the infrastructure investment? How would the inhabitants spend the money if they were able to choose? Are there any better ways of spending the money?

3. Successful regions without good accessibility should serve as **best practice examples**, and the success factors determining the positive regional performance of these regions should be analysed.

4. In many cases the killer argument of “global competition of regions” can be countered by the killer argument of “environmental devastation” by traffic. In general (the greenhouse effect) and in particular (noise and exhaust gas pollution, road safety, land requirements and landscape fragmentation) this counter-argument is fully justified. But in the case of peripheral regions, other aspects have to be taken into account: in some cases cars, trucks and roads are an important factor in stabilizing population levels and jobs in Alpine regions and have been strongly correlated to welfare growth during the last fifty years. The following questions may help to assess the **welfare potential** of infrastructure projects:

- Does the infrastructure contribute to maintaining the population of peripheral rural areas because people can commute in reasonable travel times?
- Does the infrastructure help to establish or sustain tourism?

- Does the infrastructure help to maintain land use (for example pastures and farming) in Alpine regions?

5. As regards policy instruments, more and stronger binding regulatory instruments for spatial and regional planning are needed to control transport systems and spatial structures: preventing the development of shopping centres, sprawl, modifying settlements and public transport, and reorganizing public services.

6. As regards **research**, additional efforts are needed to clarify open questions and develop functional instruments:

- Long-term research into the impact of transport systems on regional development (e.g. case studies over the last 40-50 years), comparative research in regions inside and outside the Alps in order to distinguish the various effects of topography.
- Research into the impact of transport systems on the spatial structure using other than economic indicators.
- Research into the different effects of accessibility: Why are some regions successful despite poor accessibility? Why are some regions unsuccessful despite good accessibility?
- Due to small-scale differences in accessibility caused by topographical barriers in the Alps, the question of distributional effects should be a special topic for the assessment of transport system investment.
- Development of a widely accepted set of rules for integrating indirect network effects into assessment tools.
- Development of regulatory frameworks and instruments to assist spatial development that is oriented towards pedestrians, bicycles and public transport.

### **Further documents (available on [www.cipra.org/future](http://www.cipra.org/future)):**

Final Report of Theme 4 of Future in the Alps: Leisure, tourism and commuter mobility. How are mobility and the development of regional structures connected? What solutions are there to fast growing leisure, tourism and commuter mobility? N. Ackermann, H. Hiess, C. Simon, C. Schreyer, A. Weninger, M. Zambrini. March 2006, Vienna, Zurich, Milan, Grenoble.

Publications and examples of best practice relating to Theme 4

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## **2.5 New forms of decision-making: What new forms of decision-making are the most promising with regard to sustainable development when it comes to negotiating regional planning demands?**

### **Problem**

The importance of public or citizen participation and governance issues has been increasing over recent years. This is partly due to international strategies, procedures and legal issues such as the Aarhus Convention (UNECE), Local Agenda 21 (UN), the Convention on Biodiversity (UN), the Flora-Fauna-Habitat Directive (Natura 2000, EC), the Water Framework Directive (EC), EIA and SEA Regulations (EC) and the European White Book 'Governance' (EC). All these procedures and guidelines stress the importance of public participation but do not include detailed regulations.

Another reason for this increased importance is that individuals such as land owners, interest groups such as farming associations as well as civil society in general are asking for, and are being asked to provide, more involvement in planning and decision-making, e.g. with regard to management plans, development concepts and strategies, and infrastructure projects.

Public participation and new types of decision-making are often seen as a major challenge or even as an excessive demand by decision-makers, planners and administrators, as well as by economic actors, various interest groups and the citizens themselves.

**Theme 5** of 'Future in the Alps' addresses the following key questions:

- 1 What are the most contentious issues (conflicts and problems) regarding existing decision-making processes in the Alps? Which areas of policy does this mainly affect?
- 2 How do decision-making processes currently tackle these issues? What are their deficiencies and what potential is there for improvement?
- 3 What frameworks are needed in order to improve decision-making processes with regard to sustainable development?
- 4 What are the criteria for choosing methods and identifying appropriate stakeholders? Which methods are most suitable for which type of decision-making processes?

- 5 What can be learned from good practice with regard to implementing new types of decision-making processes (initiatives, effectiveness, integrating new elements into existing legal frameworks)?

The aim was to collect and disseminate current knowledge and examples of good practice in order to highlight the innovative potential of decision-making processes and identify the lessons learnt for improving existing practice relating to sustainable development in the fields of the five other issues of Future in the Alps: regional value added, governance capacity, nature conservation, mobility and policy implementation.

**New forms of decision-making** are characterised as follows:

- The procedure allows the integration of different types of knowledge (expert knowledge, 'local' knowledge, scientific knowledge and practical knowledge) by providing the necessary framework. Knowledge transfer between the different interest groups is desirable and is supported.
- The issue dealt with is embedded into a wider and more integrated approach, where at least neighbouring topics (horizontally and vertically) are considered.
- A negotiation process exists with clear aims, rules and defined expected outcomes. Those who are responsible for the procedure actively encourage co-operation between the conflicting parties involved in the procedure.
- 'Decision-making' includes not only the decision itself, but also the procedure that ultimately leads to that decision: information, awareness raising, opinion building, negotiations etc.
- The decision-making procedure has innovative potential compared with conventional decision-making procedures either with regard to its concept, methods and tools or the actors involved. The decision-making procedure may already be established or regularly used in some contexts, but should offer new possibilities for implementation in other geographical, political or thematic areas. Options that are exclusively theoretical and have not been tested in practice are excluded.

## Conclusions and recommendations

Alpine regions are facing increasingly complex and rapidly changing economic and political contexts and developments, which affect – either by reducing or enhancing it – the latitude available to local and regional actors for making political and economic

decisions. A professional approach towards **procedural capabilities** is becoming increasingly important and must take changing circumstances into account.

The following aspects of the other five issues of Future in the Alps are directly related to new forms of decision-making and can be classified as **contentious issues** (key question 1):

- Theme 1: Establishing and managing regional value added chains, public-private partnerships and local enterprise co-operatives
- Theme 2: Maintaining local public services, setting up new local infrastructures and developing future regional visions and concepts with the aim of fostering local or regional identities
- Theme 3: Establishing protected areas, developing nature conservation concepts and implementing management plans for protected areas
- Theme 4: Elaborating transport concepts, implementing infrastructure projects and carrying out Environmental Impact Assessments (EIA) and Strategic Impact Assessments (SEA)
- Theme 5: Drawing up political strategies, elaborating political concepts and plans, and implementing these via policy measures.

**Existing decision-making practices** for resolving problems are often related to the causes of the problem. They can be differentiated by the following approaches (key question 2):

- The market approach: the main standard (reference) is efficiency, and the decision-making process is based on trading.
- The political approach: politics is the main arena for settling the relations between individuals and society.
- Technocratic decision-making: decisions are left to experts.
- Consultative decision-making: this often follows an established procedure, with additional opportunities for consultation with stakeholders.

Existing difficulties implementing several policies can be attributed to a large extent to the inadequacy of the existing types of decision-making, which fail to meet the requirements of technological, economic, ecological and social changes. Aspects such as the increasing numbers of individuals and institutions involved, the complexity of problems with intertwining scientific and ethical issues, and growing requirements regarding administration and process management will become even more important for decision-making procedures over the next few years.

There is no single “ideal” type of decision-making: the form and process should always be adapted to the decision-making situation. Nevertheless, some **common standards** can be formulated: transparency, trustworthiness of responsible actors, respect and serious consideration for different opinions and alternative options, open opportunities for all interest groups and individuals to give comments and to participate in decision-making, a willingness to accept criticism and arguments, and a readiness for compromise and consensus.

Decision-making processes are made up of several **phases and steps**, which have to be considered when discussing the basic conditions required. Detailed checklists are provided for each phase (key question 3) in the report for theme 5.

- 1st **Clarifying the starting point.** At an early stage, a clear description of the following is required: the ‘initial situation’ (idea, open question, problem, project or plan) including its previous history, aims, content, working steps, time schedule, costs, responsible actors and estimated impact (economic, social and ecological).
- 2nd **Assessing the situation.** Before the decision-making procedure can be designed, the ongoing situation has to be assessed (areas of conflict, involved stakeholders, perceptions, available information). In general it is sufficient to identify the main development trends and driving forces. Full information is not crucial at this stage – but it is necessary to find out what is really important.
- 3rd **Considering options for the decision-making procedure.** The assessment of the situation and the elaboration of options depends largely on formal (legal) and informal aspects. If the decision-making procedure is clearly determined by legal regulations such as EIAs and SEAs, aspects of new forms of decision-making can be taken into account within specific parts of the procedure only. If the decision-making process is more informal and not determined by legal regulations such as a regional development concept, many different options exist regarding how to carry out the procedure.
- 4th **Preparing the decision-making process.** Defining the aims, defining the exact subject, defining the tasks, defining the process structure and fixing appropriate framework conditions.
- 5th **Selecting the appropriate methods and tools.** The selection of appropriate methods and tools depends on various aspects such as the complexity of the problem, its geographical scale, the specific aim of the procedure, the expected results and outputs, the number of stakeholders involved, any restrictions on participation, and the amount of time and money available.

- 6th **Negotiating and making decisions.** The negotiation phase can be divided into the following stages: the initial phase (getting to know each other, distributing relevant material to the parties, defining procedural rules); the first negotiation phase (collating and understanding the relevant topics, problem perceptions, the positions and interests of the parties, drawing up the case history); the second negotiation phase (defining common and conflicting aims, identifying measures and setting priorities); the third negotiation phase (specifying measures, defining responsibilities and time schedules for implementation); and the final negotiation phase (summarising results and defining monitoring and evaluation measures).
- 7th **Implementation.** Although decision-making processes often lead to satisfying results, implementation often deviates from what is agreed, or even fails to take place at all. There are several possible reasons for implementation problems and failures: the aims and outputs of the procedure were not defined clearly enough, the process design was not flexible enough to consider upcoming needs for changes and adaptations of the subject or the extent of participation or the responsibilities for implementation have not been defined.
- 8th **Monitoring and evaluating.** Continuous monitoring of the implementation process by a small group including the most relevant actors or interest groups as well as an evaluation of the process and the results help to build up trust for forthcoming planning processes and support learning from mistakes.
- 9th **Accompanying communication.** Public relations are an important element of decision-making procedures. PR can have two different functions: 1. Encouraging individuals and interest groups to take part in decision-making procedures; 2. Communicating the results and procedure in order to provide confidence. Accompanying information and detailed PR measures form part of the procedural rules that must be defined at the very beginning of the decision-making process.

Based on these decision-making steps, the people responsible have to choose **appropriate methods**. There is no general rule as to which method should be used for which step – this will always depend on the particular situation. However, the following questions may be helpful in determining the ‘right’ method (key question 4):

- How complex is the issue? What is the scale of the issue (local, regional ...)
- What is the central aim of the decision-making process?
- What are the expected results and outputs?
- Who should be involved in the procedure? How many people are expected to



participate?

- What are the limits to participation? Should we be talking about consultation or about co-decision-making?
- How willing are the involved parties to negotiate?
- How much conflict exists?
- How much time and money are available?

The **lessons learned from the examples of good practice** can be summarised as follows (key question 5):

- New forms of decision-making require transparent negotiation processes with clear rules. This is very often not the case, even in participatory processes. There needs to be a clear structure of the process, defined room for manoeuvre, defined roles and responsibilities for the stakeholders and a regular presentation of interim results.
- New forms of decision-making require a wider and more integrated approach. Vertical integration is usually weaker than horizontal. It makes sense to consider at least one level above the project in question (to take into account preceding strategic decisions) and one level below (to verify implementation measures and feasibility).
- The integration of different types of knowledge has to be supported: local knowledge, expert knowledge, the knowledge of facts, processes, practical experiences, implicit and explicit knowledge etc.
- Co-operation has to be encouraged. A manager skilled in the whole process is a virtual must. Working in smaller groups usually functions better than large plenary groups. Formal approaches such as panels are ok, but less formal approaches such as excursions and exchanging traditional roles (role playing) can also be helpful. Communication channels should be adapted for specific groups such as children, the less educated, immigrants and administrators.

The following 2 main **recommendations** are made in order to improve decision-making processes:

1. **New standards for decision-making processes.** In order to achieve new standards, the following elements must be integrated into existing decision-making processes in the various fields of Alpine policy and regional co-operation:

- Integration of different types of knowledge (expert knowledge, 'local' knowledge, scientific knowledge and practical knowledge) and an active knowledge transfer between the different groups
- Integrated approaches including neighbouring topics
- Adequate and easily accessible information for the parties concerned and the general public
- Procedural and negotiating skills for the people responsible
- Organised framework and platforms for negotiation, conflict resolution and binding decisions.

2. **Upgrading the decision-making culture by capacity (education and training) and institution building.** To improve the lack of 'procedural' and negotiating skills, capacity building (education and training) is needed. This learning process should target all active stakeholders: clients, politicians, process facilitators, participants from administration, technical experts, NGO's and individuals, as well as younger generations as future decision-makers. Much new literature exists that could be used in this learning process, such as guidelines and handbooks on process management, public participation and conflict resolution.

It is also necessary to establish suitable institutions such as regional or local platforms and co-operatives in order to provide a stable framework for negotiating the future of the Alps. Analysing the functionality of existing collective decision-making traditions and institutions such as agricultural co-operatives and regional networks can provide valuable knowledge to support these processes of institutional change or institution building.

#### **Further documents (available on [www.cipra.org/future](http://www.cipra.org/future)):**

Final Report of Theme 5 of Future in the Alps: New Forms of Decision-Making. What new forms of decision-making are the most promising with regard to sustainable development when it comes to negotiating regional planning demands? W. Pfefferkorn, M. Golobic, M. Zaugg Stern, M. Buchecker. March 2006, Vienna, Ljubljana,

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Publications and examples of best practice relating to Theme 5.

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## **2.6 Policies and instruments: What impact do policies and instruments have on future regional development? How should these policies and instruments be adapted to contribute more effectively to sustainable development? How can policy assessment and research processes be improved to help reduce the gap between recommendations and practical implementation?**

### **Problem**

Various public policies<sup>5</sup> establish a framework within which public and private actors take decisions relating to territorial development. Decision-makers in governmental bodies use policy tools within their context, and actors in the private sector – such as farmers, craftsmen, service providers and consumers – align themselves to public policies and instruments that define their scope of action. Future development in the Alps will therefore be directly and indirectly influenced by public policies and policy instruments.

Policy evaluation reports, concepts and policy programmes often include policy recommendations directed towards decision-makers in administration and other governmental bodies, stating how to modify policies in order to better meet certain aims such as sustainable development. These recommendations are often poorly implemented or even ignored. The gap between recommendations and their implementation is typical not only for policy evaluation studies, but also for other concepts, plans, programmes and research activities.

**Theme 6** of 'Future in the Alps' addresses the following questions:

- 1 What impact do policies and instruments have on future regional development?
- 2 How should these policies and instruments be adapted to contribute more effectively to sustainable development?

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<sup>5</sup> Public policy is defined as “a normative discourse participating in the construction of an object in which it announces it will intervene; policy is understood to be carrying out sustainable development at the same time as sustainable development is carrying out public policy” and “an approach which is never applied strictly and which is open to interpretation”.

- 3 How can the different actors make better use of their room for manoeuvre?
- 4 How can policy assessment and research processes be improved to help reduce the gap between recommendations and practical implementation?

The aim was to collect and distribute current knowledge on the impact that policies and instruments have on future regional development in the Alpine region, and to make proposals on how to adapt these policies and instruments with regard to sustainable development in the fields of the five other issues of Future in the Alps: regional value added, governance capacity, nature conservation, mobility and new forms of decision-making processes. In accordance with the main activities of CIPRA and the experts' areas of competence, the focus was placed on territorial policies, mountain policies, regional development policies and rural policies pursuing "sustainability aims".

## Conclusions and recommendations

**Thematic and organisational aspects of sustainability:** The objectives of public policies must be distinguished from the way in which they are applied. The methods of implementing public policies are just as important, if not more so, than the anticipated results. Sustainable development generates objectives in terms of development (socio-spatial fairness, economic efficiency and respect for the natural environment) as well as organisational principles (consultation, assessment and local governance).

**Involvement of local people:** Public policies for the Alps are initiated at four coexisting political levels: regional, national, trans-national (Alpine Convention) and European. For all of these, the degree to which local actors and stakeholders involve themselves in the implementation of policies is most important. Sustainable development policies require stakeholders to be able to transform general objectives into local and individual ones.

**Different political traditions in Alpine countries:** Public policies and their implementation mechanisms differ considerably between the Alpine countries: While France, Italy and Switzerland have developed specific mountain policies, in Austria, Germany and Slovenia mountain issues are addressed within sectoral policies at both a national and regional level. The differences in long-term political traditions between federal and centralised countries seem to be even more important for policy implementation: local stakeholder autonomy is greater in Switzerland and Austria than in Italy and France – although in the latter countries decentralisation measures

have already been carried out and regional organisations such as Comunità Montana and Comités de Massifs have been set up.

**Factors hindering policy implementation:** Several obstacles may hinder the implementation of those public policies aimed at sustainable development:

- Lack of information: Some laws and tools are unfamiliar to those whom they address (e.g. contractual procedures for introducing environmental protection into agricultural development).
- Centralised origin of action initiatives: Discrepancies may arise between the ways in which different stakeholders see objectives, especially if local project objectives are defined by specialists.
- Sectoral working methods: In complex situations, stakeholders tend to avoid the mass of information and to be aware only of the aspects that directly concern them.
- Influence of party-political issues: Short-term issues and power struggles reflect a lack of foresight and hinder the development of long-term concepts.
- Factors hindering organisational learning: Learning processes within organisations may be hampered by the inherent logic of these organisations: Organisations tend to justify themselves by seeking acceptance in society and safeguarding their own power structures.

The role of public policy is to come up with **compromises** between economic, social and environmental reasoning. Public policies should have three effects in terms of sustainable development:

- The opening up of contacts between stakeholders, in both sectoral and territorial terms
- The creation of projects and the stimulation of stakeholders' imaginations, even if project durability cannot always be ensured.
- An inclination towards innovation, or at least the instigation of pro-active attitudes.

The following **recommendations** are made in order to improve public policies with regard to sustainable regional development:

1. **Integrated policy approaches** at a regional level should be strengthened. This means improving the exchange of information, incorporating the viewpoints of the various sectors contributing to regional development, and improving cross-sector

co-operation and co-ordination between stakeholders.

2. The **coherence** of public policies should be improved by co-ordinating the different levels of public policies and setting up good governance. Public policies must also limit damaging action by establishing regulations and setting rules.
3. Regional policies should give attention to local resources and territorial assets. A public policy that meets **territorial needs** through a participatory process with stakeholders is more likely to be successful. Linking different beneficial approaches within a region improves the success of regional policies.
4. The **long-term perspectives** of local / regional projects supported by public budgets must be secured across the limits of funding periods.
5. Sustainable regional development policies need evaluation, reflection and learning processes. **Policy evaluations** should not only act as assessment and control tools, but also enable those evaluated to identify solutions for any shortcomings detected. The results of the evaluation should motivate the actors of regional development and stimulate action.

#### **Further documents (available on [www.cipra.org/future](http://www.cipra.org/future)):**

Final Report of Theme 6 of Future in the Alps: Impact and Further Development of Policies and Instruments. What impact do policies and instruments have on future regional development? How should these policies and instruments be adapted to contribute more effectively to sustainable development? How can policy assessment and research processes be improved to help reduce the gap between recommendations and practical implementation? O. Alexandre, E. Favry, J. Grossutti, Y. Kohler, A. Massarutto, M. Vanier. March 2006, Vienna, Udine, Grenoble.

Publications and examples of best practice relating to Theme 6.

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## 3 PART 2: CROSS-THEMATIC SYNTHESIS

### 3.1 Preface

The cross-thematic synthesis of Future in the Alps aims to state new and universally valid messages with regard to sustainable development in the Alps by merging the results of the six expert teams.

Overall, three pre-requisites can be identified for successful sustainable development. These form the basis of almost all the recommendations made below:

- The **awareness** of the potentials and constraints of a local or regional situation as well as of suitable sustainable development strategies should be increased within all stakeholder groups.
- Long-term **capacity building** for a sustainable development of the Alps and an ongoing learning process should be facilitated.
- Sustainable development activity should take place on **different geographical levels** e.g. networking on a regional, national and trans-national level.

These pre-requisites must be taken into account not only generally but also when developing specific concepts and projects in regions and communities aiming at sustainable development.



## 3.2 Key messages

The following key messages contain the conclusions and recommendations of the six expert teams that coincide or complement each other:

- **Integrating different stakeholders** and ensuring wide participation by local interest groups and individuals in decision-making and planning processes (e.g. through the use of platforms) are the key issues facing successful regional development for all themes. In addition, new forms of decision-making can help to close the gap between what is generally admitted by the public and the actual state of research and knowledge on complex issues such as mobility in order to reach sustainable decisions. The widespread participation of regional actors can be achieved in different ways depending on the particular decision-making situation.
- **Social networks** are very important for regional development. Both social cohesion and connection to external social networks are beneficial to regional value added. Communication and capacity building by all stakeholders including non-local partners are the pre-requisites for establishing successful co-operation. To share common visions of future local development, to be willing to get involved in local projects and to enter into a continuous learning process in order to improve individual and institutional competencies – these are the most important issues for governance capacity. Win-win situations between different stakeholders and public-private partnerships ensure long-term co-operation.
- **Professional planning and evaluation** of regional development projects (including a clear concept, objectives and measures, process design, rules of co-operation etc.) are important success factors in various fields such as the economy, protected areas, infrastructures and services. What is needed is an integrated approach that includes indicators that are not merely economic. Appointing one or more leading key people creates a stable network of citizens and promoters in politics and the economy, and is therefore an important determinant for the long-term success of a project.
- **The integration of different types of knowledge** (expert knowledge, ‘local’ knowledge, scientific knowledge and practical knowledge), knowledge transfer between different groups and integrated approaches are needed for sustainable development processes. It is important to create a new culture of knowledge development and combine new ideas with old traditional knowledge. Adequate information that can be easily accessed by all parties concerned and the general public is recommended. Regular meetings, regional platforms and suitable

communication activities ensure an ongoing transfer of expertise.

- **Maintaining public services** in Alpine regions, especially in remote areas, is very important in order to ensure social capital. Successful innovative actions by regional and supra-regional networks as well as cross-sectoral co-operation result in regional value added and help to retain a critical mass of services and stabilise population levels in Alpine regions. These are also major determinants for improving local governance. Large protected areas can act as test regions for cross-sectoral co-operation projects, particularly between agriculture, tourism and spatial planning.
- **Local economic strategies based on quality** rely on the development of local heritage as well as the preservation of the environment and endogenous resources, and represent an important factor for mountainous regions. High-quality innovative products contribute to a unique Alpine selling position at different spatial levels (regional, national and international). Public action is needed in order to enhance the competitiveness of Alpine regions, especially by supporting the establishment of viable and competitive SMEs, helping them to exploit innovation potential, and improving cooperation between regional businesses. A varied mix of local enterprises and branch offices therefore promotes economic development.
- **Alpine centres and nodes** play an essential role in the development of Alpine regions. However, the role of regional nodes and small towns in rural economic development is often underestimated. Small and medium-sized local towns not only provide infrastructures and services for local rural communities, but also exert various influences in the field of culture and social networks. There is much evidence that minor Alpine towns are playing an increasingly important role in the global network. Nevertheless, proximity to urban areas also generates interdependencies. Urban centres generate an attraction field that affects both peri-urban and rural areas. This can result in territorial inequalities since some people have to travel much further than others in order to reach public services.
- **Accessibility and transport infrastructure** are not always high priority factors for regional development: The quality of the transport system and the accessibility of markets is just one of many locational factors. Good accessibility does not guarantee prosperity and economic development, while poor accessibility does not necessarily hinder development. Improving accessibility within a region can help to stabilize population levels and prevent increasing out-migration. The aims of maintaining settlements and land use in peripheral areas are explicitly mentioned in several policy documents on European and national levels, and several policy

instruments have been developed for this purpose. However, increased accessibility has a direct correlation with numbers of commuters, and rural areas are transformed into residential areas with workplaces being concentrated in central locations. This system is supported by cheap oil prices. Innovative and sustainable transport solutions could counter the negative effects of increased mobility.

- The **concept of sustainability** can be seen as a regulatory framework that should be promoted by public policies, but must be implemented by local stakeholders through participative and co-operative processes and projects. The local political culture strongly influences the conception and implementation of sustainable development policies. Strong social capital is considered particularly important at a local level, with networking being a pre-requisite for virtuous processes of sustainable development at a regional, national and transnational level.
- Although there are major differences in the analysis of **best practice examples** with regard to their natural, economic and social context, there is great potential for transferring experiences between these examples at a conceptual level.

### 3.3 Future challenges

The following results and conclusions of the six teams of experts represent different points of view with regard to specific topics. They focus on future challenges that must be faced and possible conflicts that have to be solved.

- **Labelling of products.** Unique selling points and the labelling of high-quality agricultural and tourist products in rural and mountainous regions are seen as a good strategy for creating jobs and long-term employment. With regard to good governance, it should be noted that labelling alone does not automatically promote local development, nor guarantee the continuation of traditional farming. The jobs generated are usually only seasonal, except in wine-producing regions, which seem to be influenced entirely by the wine trade and industry. The future challenge is to generate jobs that provide long-term support for farmers in mountainous regions and therefore create regional value added.
- **Developing new markets.** On the one hand, one main driving force of regional value added is the development of new markets and the exploration of new market potential at a regional, national and also international level. This strategy does not necessarily depend on local demand and a less wealthy population. Strong social networks and innovative marketing strategies ensure the sale of local products at a national or international level even if local demand is low. On the other hand, regions with limited local demand are often not able to develop co-operation between diverse enterprises that invest in national and international markets because the people have less money and fewer qualifications, and lack any tradition of entrepreneurship. Furthermore, regional, national and global conditions are constantly changing and influencing the regional economy. Needs and knowledge are constantly evolving, so regions have to enter into a continuous economic learning process and foster long-term capacity building in order to achieve sustainable Alpine development.
- **Accessibility – mobility.** In the case of regional value added, the quality and organisation of transport systems can increase (local) market opportunities. Accessibility and infrastructure can positively affect economic development at a local level, but are not necessarily high priority factors for successful regional development. Mobility based on private car ownership is also a key factor in rural poverty and social exclusion; quite the opposite of a balanced development. Particularly when protected areas are considered, the impact of new infrastructures is mainly negative (habitat fragmentation, pollution etc.). There is a strong need to

negotiate solutions to mitigate the negative impact of leisure, tourism and commuter mobility in order to sustain quality of life and develop high-quality forms of sustainable tourism. Long-term research into the impact of transport systems on regional development is also needed.

- **Participation and co-operation.** Attitudes towards participation and bottom-up processes as well as towards good governance may differ significantly between Alpine regions. It may even be that entire communities are quite reluctant to participate in democratic bottom-up processes or that enterprises do not want to co-operate within product chains or networks. However, there is a very long tradition of co-operation in Alpine regions. There are certain circumstances at the beginning of a process in which some groups are not open or prepared to participate. This has to be taken into account when planning participatory procedures. A distinction can be made between techniques based on administrative objectives and techniques based on citizens' objectives rather than between top-down and bottom-up techniques. Future challenges in participatory processes include the increasing number of negotiating stakeholders, the increasing complexity of the economic, political and logistical context and the resulting information and co-ordination requirements.
- **Self-organisation.** With regard to new decision-making processes, the importance of self-organisation is highlighted for Alpine regions. Migration processes are seen as negatively affecting local cohesion and self-organisation capabilities. Immigration and urbanisation processes due to the local attractiveness of mountain regions can produce negative local effects such as competition for land use and housing or social fragmentation between newcomers and inhabitants. However, Alpine regions cannot build their future alone. The management and development of Alpine regions cannot be separated from national and international trends and processes. In this context, migration processes are potentially one of the most positive factors for improving governance capacity. The challenge here is to balance the positive and negative effects of migration in such a way that prosperous and stable development can take place.
- **Social and economic diversity.** Social and economic diversity are the main factors contributing to a high governance capacity at a local level. With regard to policies, such diversity may also lead to difficulties in defining what should be the common objectives for local sustainable development projects. However, this statement is tempered by the very positive role of social diversity shown by various examples of best practice. In conclusion, social diversity may be a necessary condition for good governance, but it is not the only condition required. Diversity has to be coupled

with a high degree of interaction and a capacity to advocate and define common local interests.

- **Expert and local knowledge.** Good governance e.g. for large protected areas should be implemented by experts with the help of predefined tools. At the same time local actors (citizens, local authorities, association leaders, local entrepreneurs, farmers etc.) must also be considered as “experts” if the problem being discussed concerns the future of their local community. Each local Alpine space and community is very specific and therefore it is not appropriate simply to implement one pre-define strategy everywhere. The local development and governance capacity of Alpine villages and valleys as well as the integrated management of protected areas need to be constantly re-discussed and re-adapted.
- **Spatial levels of strategies.** With regard to protected areas, the importance and role of a local level for protected areas management and for rural development is highlighted. Cross-scale strategies should also be considered. Local communities should promote an outward looking attitude in order to combine their own interests and expectations with global development trends, frameworks, conditions and structures.
- **Evaluation and assessment procedures for public policies** have been significantly developed over recent years, especially for funding programmes. It would appear that defining and implementing assessment procedures e.g. for transport policies, remains one of tomorrow’s major challenges.

## 4 ANNEX 1: GLOSSARY OF 'FUTURE IN THE ALPS'

**Annex 1** of the synthesis report comprises the project related glossary.

This glossary is a collection of the key terms as they have been used in the 'Future of the Alps' project. It represents a common basis for the knowledge inquiries by the expert teams working on the six issues of alpKnowhow and has been updated during their work.

Updated with the key terms translated in German, French, Italian and Slovenian.

### KEY TERMS OF 'FUTURE IN THE ALPS' IN ALPHABETICAL ORDER

Key term	Issue	Definition relevant for 'Future in the Alps'
<b>Accessibility</b> de: Erreichbarkeit fr: accessibilité it: accessibilità sl: dostopnost	Mobility	The possibility to be (physically) accessible depends on the availability and quality of transport infrastructure, transport means and transport services. Accessibility is usually measured by accessible inhabitants, workplaces and regional value within a certain travel time.
<b>Added value</b> de: Wertschöpfung fr: valeur ajoutée it: valore aggiunto sl: dodana vrednost	Regional Value Added	Additional benefit generated by a sustainable process (development, production, education, management, know-how transfer, co-operation, networking).  The term " regional value added" is originally an economic term and is defined as difference between the total revenue of the production located in a specific region and its total purchase. In recent years the term is used with respect to other than economic properties of sustainability within a region. The added value can be composed of economic benefits (e.g. number of employees and revenues, CENSIS 2003), social benefits (e.g. know-how, networking, education, cultural values) and ecological benefits (ecosystem services).

<p><b>Alpine biodiversity</b></p> <p>de: Alpine Biodiversität</p> <p>fr: biodiversité alpine</p> <p>it: biodiversità alpina</p> <p>sl: biotska raznovrstnost na območju Alp</p>	<p>Protected Areas</p>	<p>The variety and abundance of species in the geographical region of the Alps, their genetic composition, as well as the variety of natural communities, ecosystems, and landscapes in which they occur.</p>
<p><b>Applied research</b></p> <p>de: Angewandte Forschung</p> <p>fr: recherche appliquée</p> <p>it: ricerca applicata</p> <p>sl: uporabne raziskave</p>	<p>Policies and Instruments</p>	<p>Research that is oriented towards a practical problem. Theoretical concepts should be assessed regarding their practical relevance.</p>
<p><b>Awareness raising</b></p> <p>de: Bewußtseinsbildung</p> <p>fr: sensibilisation</p> <p>it: presa di coscienza</p> <p>sl: oblikovanje zavesti</p>	<p>Governance Capacity</p>	<p>To enhance the conscious knowledge of one's feelings, motives, and desires related to a specific topic.</p>
<p><b>Balanced development</b></p> <p>de: Ausgeglichene Entwicklung</p> <p>fr: développement équilibré</p> <p>it: sviluppo equilibrato</p> <p>sl: uravnoteženi razvoj</p>	<p>Mobility</p>	<p>Communities with no dominant economic sector and a low percentage of commuters.</p>
<p><b>Commuter mobility</b></p>	<p>Mobility</p>	<p>Travel between one's home and place of</p>



<p>de: Pendlerverkehr</p> <p>fr : trafic des pendulaires</p> <p>it: mobilità pendolare (sistemica)</p> <p>sl: dnevna migracija</p>		<p>work on a regular basis, including travel behaviour and spatial aspects.</p>
<p><b>Consultation</b></p> <p>de: Konsultation</p> <p>fr: consultation</p> <p>it: consultazione</p> <p>sl: posvetovanje</p>	<p>New Forms of Decision Making</p>	<p>Gathering opinions and information from interested parties as an essential part of the policy development process, enhancing transparency and ensuring that proposed policy is realisable and legitimate from the point of view of stakeholders (Towards a reinforced culture of consultation and dialogue – General principles and minimum standards for consultation of interested parties by the commission COM (2002) 704 final).</p>
<p><b>Co-operation</b></p> <p>de: Kooperation</p> <p>fr: coopération</p> <p>it: cooperazione</p> <p>sl: sodelovanje</p>	<p>Regional Value Added, New Forms of Decision Making</p>	<p>Working together for the purpose of sustainable development and of generating added value.</p> <p><b>Cross-sector co-operation:</b> different sectors working together.</p> <p><b>Horizontal co-operation:</b> businesses of the same production level working together.</p> <p><b>Vertical co-operation:</b> businesses of different production levels working together within a sector.</p> <p><b>Regional/local co-operation:</b> public and private institutions working jointly on a regional or local level in order to achieve a common purpose.</p>
<p><b>Criteria</b></p> <p>de: Kriterien</p> <p>fr: critères</p> <p>it: criteri</p> <p>sl: merila</p>	<p>New Forms of Decision Making</p>	<p>Standards, rules, or tests for the identification of stakeholders.</p>

<p><b>Decision making process</b></p> <p>de: Entscheidungs- (findungs)prozess</p> <p>fr : processus de prise de décisions</p> <p>it: processi decisionali</p> <p>sl: proces sprejemanja odločitev/proces odločanja</p>	<p>New Forms of Decision Making</p>	<p>See Synthesis Report (chapter 2.5)</p>
<p><b>Direct marketing</b></p> <p>de: Direktver- marktung</p> <p>fr: commercialisation directe</p> <p>it: commercializzazione diretta</p> <p>sl: neposredno trženje</p>	<p>Protected Areas</p>	<p>The effort to enhance producers income by selling self-made goods and services directly to the end-user and thus to avoid trade costs.</p>
<p><b>Disparity</b></p> <p>de: Disparität</p> <p>fr: disparité</p> <p>it: disparità</p> <p>sl: neskladje</p>	<p>Mobility</p>	<p>The condition or fact of being unequal.</p>
<p><b>Empowerment</b></p> <p>de: Befähigung, Empowerment</p> <p>fr : capacité, renforcement de l'autonomie</p> <p>it: conferimento di responsabilità</p>	<p>New Forms of Decision Making</p>	<p>Shift of social and political processes so that the citizens or community groups are granted greater legitimacy leading to distributive change, such as better access to goods and services or a greater number of opportunities for participation in political processes (expansion in the ability of the citizens or communities to take action on their own behalf, Elwood).</p>

sl: opolnomočenje,  
krepitev moči

**Endogenous potentials**

de: endogene  
Potenziale

fr: potentiels  
endogènes

it: potenzialità  
endogene

sl: endogeni  
potenciali

**Endogenous resources**

d: endogene  
Ressourcen

fr: ressources  
endogènes

it: risorse endogene

sl: endogeni viri

**Evaluation (of policies)**

de: (Politik-)  
Evaluierung

fr : évaluation (des  
politiques)

it: Valutazione (delle  
politiche)

sl:  
vrednotenje/ocenitev  
politik

**External costs**

de: externe Kosten

fr : coûts externes

Regional Value  
Added,  
Protected Areas

Regional Value  
Added,  
Protected Areas

Policies and  
Instruments

Mobility

Economic, social and ecological opportunities of development existent in a limited space (region or a country) and time, including natural resources as well as human skills and social abilities.

Mobilisation of endogenous potential by regional development, economic and social infrastructure, environmental education, ecological valorisation, knowledge management, public participation aso.

Economic, social and ecological resources existent in a limited space (region, country).

To assess the policy performance in relation to objective standards. This includes evaluation of relevance, coherence and impact of policies.

Refer to a negative side - effect of an economic transaction, an act of exchange, consumption, or production. It is the opposite of an external benefit and is often called a negative externality.

it: costi esterni

sl: zunanji stroški

**Framework (for a decision making process)**

de: Rahmenbedingungen

fr : conditions cadre

it: condizioni quadro (per un processo decisionale)

sl: okvirni pogoji (za proces odločanja)

**Good governance**

de: Gutes Regieren, Good Governance

fr : bonne gouvernance

it: buona governance

sl: dobro upravljanje

New Forms of Decision Making

A structure or skeletal used as a basis for supporting decision making processes. It is a set of assumptions, concepts, values, rules and practices that constitute the conditions under which decision making processes are carried out.

New Forms of Decision Making

Good governance (“White Book EC”) includes openness and transparency of decisions, public participation, responsibility and clear distribution of roles, effectiveness of decisions by subsidiarity and coherence. **Coherence:** clear, logical and consistent argument, theory or practice. **Subsidiarity:** the principle that a central authority should perform only those tasks which cannot be performed at a more local level.

**Governance capacity**

de Handlungsfähigkeit

fr : capacité de gouvernance

it: capacità di governance

sl: sposobnost upravljanja

Governance Capacity

**Governance:** rules, processes and behaviour that affect the way in which individuals and institutions, public and private, manage their common affairs, particularly as regards openness, participation, effectiveness and coherence.

**Capacity:** the ability or power to do something.

In the context of ‘Future in the Alps’ we focus on the governance capacity of local or regional social entities (municipalities, regional or local institutions aso.).

**Hot spots**

de Brennpunkte

New Forms of Decision Making

Topics or themes undergoing big changes (legal or others) or of high social relevance

fr : centres d'intérêt		(what is in the headlines of the news).
it: punti focali		
sl: žariščne točke		
<b>Impacts</b>	Policies and Instruments	Marked effects or influences of plans, concepts, legal regulations, policies or other activities.
de: Wirkungen		
fr : effets		
it: effetti		
sl: vplivi/učinki		
<b>Implementation</b>		A phase of the (transdisciplinary) process. Implementation comprises not only a synthesis of the results compiled in a project, but also the effects of these results. Possible effects include new insights, an altered perception of a problem, or an influence upon decision-making.
de: Umsetzung		
fr : mise en œuvre		
it: attuazione		
sl:		
izvajanje/uresničevanje		
<b>Innovation</b>	Regional Value Added, Protected Areas	Development and realisation of new products, methods or processes in support of sustainability. Innovations evoke changes with a positive outcome, should be exemplary and transferable to other regions.
de: Innovation		
fr : innovation		
it: innovazione		
sl: inovacija		
<b>Instruments (political)</b>	Policies and Instruments	Means of pursuing an aim, for example formal or legal documents, plans, concepts, subsidies aso.
de: (politische) Instrumente		
fr : instruments (politiques)		
it: strumenti (politici)		
sl: (politični) instrumenti		
<b>Interdisciplinarity</b>		Several disciplines work together on a problem by going beyond the borders of the individual disciplines. Concepts and methods of the multiple disciplines are combined and transferred between the
de: Interdisziplinarität		
fr : interdisciplinarité		

<p>it: interdisciplinarieta</p> <p>sl: interdisciplinarnost</p>		<p>disciplines. Interdisciplinarity means that, e.g. agricultural economists co-operate with landscape ecologists, biologists with sociologists and psychologists, landscape planners with communication scientists aso. As opposed to that, the term <b>'multidisciplinarity'</b> is used if several disciplines work on a problem side by side. It is a basic assumption that the quality of interdisciplinary co-operation depends on the competence of the disciplines involved.</p>
<p><b>Leisure mobility</b></p> <p>de: Freizeitverkehr</p> <p>fr : trafic de loisirs</p> <p>it: mobilità di svago (non sistematica)</p> <p>sl: prostočasni promet</p>	<p>Mobility</p>	<p>Mobility in connection with free time, relaxation or enjoyment, including travel behaviour and spatial aspects.</p>
<p><b>Monitoring</b></p> <p>de: Überwachung, Monitoring</p> <p>fr : surveillance, monitoring</p> <p>it: monitoraggio</p> <p>sl: monitoring/ spremljanje in nadzorovanje</p>	<p>Protected Areas</p>	<p>Regular observation and recording of activities taking place in a project or programme. It is a process of routinely gathering information on all aspects of the project and involves reporting and making use of the gathered information in order to improve project performance.</p>
<p><b>Motivation</b></p> <p>de: Motivation</p> <p>fr : motivation</p> <p>it: motivazione</p> <p>sl: motivacija</p>	<p>Protected Areas</p>	<p>Concept used to describe the factors within an individual which arouse, maintain and channel behaviour towards a goal.</p>
<p><b>Negotiation procedures</b></p> <p>de: Aushandlungs-</p>	<p>New Forms of Decision Making</p>	<p>A series of actions conducted in a certain manner in order to reach an agreement or compromise</p>

prozesse

fr : processus de  
négociation

it: processi di  
negoziiazione

sl: pogajalski  
postopki

**New forms of  
decision making**

New Forms of  
Decision Making

See Synthesis Report (chapter 2.5)

de: neue Formen der  
Entscheidungs-  
findung

fr : nouvelles formes  
de prise de décisions

it: nuove forme di  
processi decisionali

sl: nove oblike  
odločanja

**New regional  
compensatory  
models**

Policies and  
Instruments

Regulations to better balance the distribution  
of positive and negative economic, ecological  
or social effects between municipalities or  
regions, for example by transfer payments or  
other measures

de: neue regionale  
Ausgleichsmodelle

fr : nouveaux  
modèles de  
compensation  
régionaux

it: nuovi modelli di  
compensazione  
regionali

sl: novi regionalni  
izravnalni modeli

**Participation**

New Forms of  
Decision Making

‘Umbrella term’ from political science  
including different means for the public to  
directly participate in political, economic or  
management decisions. We can distinguish  
between the participation in formalised or

de: Beteiligung,  
Partizipation

fr : participation

<p>it: partecipazione sl: udeležba, sodelovanje</p>	<p>institutionalised procedures (e.g. elections, public polls, mediations, round tables, participatory planning instruments) and participation in order to influence a decision making process by the application of resources like relationships, power, (expert) knowledge or money.</p>
<p><b>Policies</b> de: Politik(en) fr : politique(s) it: politiche sl: politike</p>	<p>Policies and Instruments Courses or principles of action adopted or proposed by an organisation or individual in order to reach certain aims</p>
<p><b>Political controllability</b> de: politische Kontrollmöglichkeiten fr : possibilités de contrôle politique it: possibilità di controllo della politica sl: možnosti političnega nadzovanja</p>	<p>Policies and Instruments Means political institutions have at their disposal in order to limit or regulate something</p>
<p><b>Protected area</b> de: Schutzgebiet fr : espace protégé it: area protetta sl: zavarovano območje</p>	<p>Protected Areas Defined areas under national or international law and guidelines. There is a high variety of categories depending on national laws (25 categories in the alpine region). The most important categorical system is the IUCN (International Union for the Conservation of Nature and Natural Resources) system. New and traditional types of large protected areas (National Parks, Regional Nature Parks, Biosphere Parks, Protected Landscapes IUCN category V, Managed Resource Protected Areas IUCN category VI aso.) incorporating resident human</p>



		populations and their socio-economic structures as an essential element. Management objectives include both environmental conservation and sustainable regional development.
<b>Protection by contract</b>	Protected Areas	Common instrument of nature conservation, giving determined payments (compensation payments) to landowners for compensating yield reduction.
de: Vertragsnatur-schutz		
fr : protection de la nature sur une base contractuelle		
it: protezione della natura su base contrattuale		
sl: pogodbeno varstvo		
<b>Recommendation</b>	Policies and Instruments	Statements in order to put forward ideas, concepts, measures or projects which seem to be suitable for a specific purpose or role.
de: Empfehlung		
fr : recommandation		
it: raccomandazione		
sl: priporočilo		
<b>Regional governance</b>	New Forms of Decision Making	Processes and rules of co-operation between organisations and stakeholders within a local area or a region and between local and regional authorities and organisations to find common solutions and strategies for a sustainable development. Special emphasis is laid upon openness, participation, effectiveness and coherence of a process.
de: Regionale Governance		
fr : gouvernance régionale		
it: governance regionale		
sl: regionalno upravljanje		
<b>Regional identities</b>	Governance Capacity	<b>Identity:</b> the fact of being, who or what a person or thing is as well as the determining characteristics. Regional identities are influenced by various factors from local to
de: regionale Identitäten		

fr : identités régionales		global scale. Today, people often have more than only one single identity, that's why we use the word in plural.
it: identità regionali		
sl: regionalne identitete		
<b>Regional level</b>	Regional Value Added	Level below national level, the scale depends on the specific issue. It can be a mountain valley, an administrative unit aso. EU definition: national = NUTS I, regional = NUTS II (Bundesland), local = district or area such as Montafon, Nationalpark Hohe Tauern aso.
de: regionale Ebene		
fr : niveau régional		
it: livello regionale		
sl: regionalna raven		
		The term <b>region</b> is not always related to administrative, cultural or geographic boundaries, but can mean a portion of territory with specific characteristics and problems related to sustainable development.
<b>Regional mobility concepts</b>	Mobility	Papers concerning aims, expected outcomes, procedures, measures and projects in connection with mobility at a regional level.
de: regionale Verkehrskonzepte		
fr : concepts de mobilité régionaux		
it: piani regionali della mobilità		
sl: regionalne prometne zasnov		
<b>Regional welfare</b>	Mobility	Actions or procedures designed to promote the basic physical and material well-being of people in a region, including the financial support given for this purpose.
de: regionale Wohlfahrt		
fr : bien-être régional		
it: welfare regionale		
sl: regionalna blaginja		
<b>Scope of action</b>	Policies and	The opportunity or possibility of

<p>de: Handlungs- spielraum</p> <p>fr : liberté d'action</p> <p>it: margine di manovra</p> <p>sl: obseg/področje delovanja</p>	<p>Instruments</p>	<p>stakeholders and other actors or individuals for doing something.</p>
<p><b>Slowness</b></p> <p>de: Langsamkeit</p> <p>fr : lenteur</p> <p>it: lentezza</p> <p>sl: počasnost</p>	<p>Mobility</p>	<p>New and specific aspects mainly of touristic marketing promoting qualities such as low speed, tranquillity, taking and having time.</p>
<p><b>Social capital</b></p> <p>de: Sozialkapital</p> <p>fr : capital social</p> <p>it: capitale sociale</p> <p>sl: družbeni capital</p>	<p>Governance Capacity</p>	<p>Driving force behind social relations and can be generated by a wide variety of different social interactions and institutions (see Robert D. Putnam: Making Democracy Work 1993, Bowling Alone 2000).</p>
<p><b>Social services</b></p> <p>de: Soziale Dienstleistungen</p> <p>fr : services sociaux</p> <p>it: servizi sociali</p> <p>sl: socialne storitve</p>	<p>Governance Capacity</p>	<p>Services provided by the state or by private institutions for the community, such as education, social welfare, healthcare, religion, advocacy, fight against poverty aso.</p>
<p><b>Spatial polarisation</b></p> <p>de: räumliche Polarisierung</p> <p>fr : polarisation</p> <p>it: polarizzazione spaziale</p> <p>sl: prostorska polarizacija</p> <p>spatale</p>	<p>Governance Capacity</p>	<p>Spatial polarisation describes the trend of wealthy regions (for example metropolitan areas) developing better and better and less favoured regions (for example peripheral areas) declining more and more. This trend can be observed on different scales in and outside the Alps.</p>

<p><b>Spatial structure</b> de: Raumstruktur fr : structure spatiale it: struttura spaziale sl: prostorska struktura</p>	<p>Mobility</p>	<p>Distribution of land use, activities, and functional relations.</p>
<p><b>Stakeholder</b> de: Stakeholder fr : acteurs, parties prenantes it: stakeholder (portatori di interessi) sl: deležnik/ uporabnik/ zainteresirana stran</p>	<p>New Forms of Decision Making</p>	<p>One who has a share or an interest, as in an enterprise. In the last decades of the 20th century, the word 'stakeholder' has evolved to mean a person or organisation that has a legitimate interest in a project or entity. Related to decision making processes for institutions – including large business corporations, government agencies and non-profit organisations – the concept has been broadened to include everyone with an interest (or 'stake') in what the entity does. That includes not only its vendors, employees, and customers, but even members of a community where its offices or factory may affect the local economy or environment.</p>
<p><b>Successful development strategies</b> de: erfolgreiche Entwicklungsstrategien fr : stratégies de développement fructueuses it: strategie di sviluppo di successo sl: uspešne razvojne strategije</p>	<p>Protected Areas</p>	<p>Development strategies generating an additional economic, social and ecological benefit for a region, e.g. where a large protected area has been or will be established with the purpose of enhancing sustainable development.</p>
<p><b>Suitable methods</b> de: geeignete</p>	<p>New Forms of Decision Making</p>	<p>Means or manners of (decision making) procedures, especially regular and systematic ways, that are appropriate to</p>

Methoden		reach a decision.
fr : méthodes appropriées		
it: metodi idonei		
sl: ustrezne metode		
<b>Sustainable development</b>		Brundtland-Definition 1987: 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.'
de: nachhaltige Entwicklung		Thereby economic, social and ecological processes are interrelated, and should be considered equally by public and private stakeholders.
fr : développement durable		
it: sviluppo sostenibile		
sl: trajnostni razvoj		
<b>System knowledge</b>		Knowledge about empirical relationships between different parameters. System knowledge can be both quantitative and qualitative and includes knowledge from all scientific disciplines and practice. System knowledge can be of general interest or refer to a particular place, object or people.
de: Systemwissen		
fr : connaissance systémique		
it: sistema di conoscenze		
sl: sistemsko znanje		
<b>Target knowledge</b>		Knowledge about the goals of different actors and their normative evaluation (objectives and value systems of actors). Target knowledge includes empirical knowledge about the value system of different social groups as well as normative considerations. Laws and norms also have to be taken into account.
de: Zielwissen		
fr : connaissance ciblée		
it: conoscenze mirate		
sl: ciljno znanje		
<b>Theoretical knowledge</b>	Policies and Instruments	Knowledge based on or involving theory rather than its practical application.
de: Theoretisches Wissen		
fr : connaissance théorique		

it: conoscenze  
teoriche

sl: teoretično znanje

**Tourism mobility**      Mobility

de: Tourismusver-  
kehr

fr : mobilité  
touristique

it: mobilità turistica

sl: turistični promet

Mobility in connection with the commercial organisation and operation of holidays and visits to places of interest, including travel behaviour and spatial aspects.

**Transdisciplinarity**

de: Transdiszipli-  
narität

fr :  
transdisciplinarité

it:  
transdisciplinarieta

sl:  
transdisciplinarnost

Collaboration of multiple disciplines with the purpose of knowledge production for solving a practical problem and with the involvement of all relevant stakeholders and their needs. Scientists co-operate with e.g. schools, farmers, citizens, media and artists. The public, i.e. those who will be able to apply the research results, is involved in the research process at an early stage.

**Transformation  
knowledge**

de: Transforma-  
tionswissen

fr : connaissance  
transformation-nelle

it: conoscenze per il  
cambiamento

sl: preobrazbeno  
znanje

Reflective and instrumental knowledge about how to modify actions and attitudes in order to achieve a goal (instruments and methods). Knowledge about the feasibility of an action or measures has to be taken into account. Transformation knowledge includes knowledge from all disciplines of science and practice.

**Transport system**      Mobility

de: Verkehrssystem

fr : système de  
transport

it: sistema di

Roads, railway, waterway and airway.

trasporto

sl: prometni sistem

**Value added chain**

de: Wert-  
schöpfungskette

fr : filière de valeur  
ajoutée

it: catena di valore  
aggiunto

sl: veriga z dodano  
vrednostjo

Regional Value  
Added

Ranges from the extraction of raw materials to the processing and marketing, and includes different economic sectors such as trade, industry, agriculture and tourism.

**Product chain:** Chain of custody, including all elements of the production and trading process of a product.

**Service chain:** Provision of services, including all elements of the development and implementation of a supplied service.

## 5 ANNEX 2: OPEN RESEARCH QUESTIONS

**Annex 2** of the synthesis report consists of still **unanswered research questions** either having been identified during the compilation stage of Future in the Alps or emerging from the analyses carried out by the alpKnowhow expert teams. They will be spread to the scientific community in order to invoke new projects dealing with those questions.

The questions are stated in the following chapters sorted according to the six key issues of Future in the Alps. For all questions links to the questions of the Research Agenda to the multi-annual work programme of the Alpine Conference 2005-2010 (in work; see chapter Topics of the Research Agenda) are proposed.

### OPEN QUESTIONS RESULTING FROM 'FUTURE IN THE ALPS'

#### **Regional value added (Theme 1)**

The expert analysis of successful value added chains generated the following questions dealing with the future economic development of alpine regions:

##### *2.1.1 Networks and co-operation:*

What is needed to enhance co-operation between local stakeholders from alpine regions? Networks and co-operations among different local and also supra-regional stakeholders are needed to guarantee economic efficiency and know-how exchange with partners. Still individual action and competition hinder stakeholders in co-operation. Whether this is a specific alpine problem due to large geographical and cultural peculiarities is not clear.

##### *Proposed link to research agenda: 2d*

##### *2.1.2 Unique selling points and labels:*

How can the regional alpine unique selling points be identified, defined and implemented? How to prevent the establishment of many weak regional labels instead of a few strong supra-regional quality labels? A unique selling position is very important for the successful development of alpine regions. The creation of regional quality labels has gained importance in recent years and will be even more important for the future. With an



increasing number of regional labels the competition within alpine regions will advance and weaken the effect of the different labels.

*Proposed link to research agenda: no direct link, additional topic*

### 2.1.3 *Competitiveness and distribution of local products:*

How to enhance the competitiveness of local resources with cheaper raw material coming from the international market (for example, rye, wood, herbs, etc)? How is regional value added related to accessibility and mobility and what are the influences on spatial development? How to develop a sustainable transports network for the distribution of local products? The installation of long networks seems crucial for the distribution of the local alpine products to bigger markets (see also 2.4 Mobility: sustainable transport systems in mountain regions).

*Proposed link to research agenda: 1b*

### 2.1.4 *Sustainable use of local resources:*

What is the carrying capacity of alpine ecosystems with regard to a sustainable use of local resources? What are the possible alternatives of development for some alpine areas, whose endogenous resources are inevitably compromised? Local and endogenous resources such as mineral and water are crucial for the future economic development in the Alps. Still there is the lack of scientific knowledge about the carrying capacity of alpine ecosystems, particularly with regard to indicators and reference parameters for their sustainable use.

*Proposed link to research agenda: 4b*

## **Governance Capacity (Theme 2)**

There is a strong need of comprehensive analyses on the importance of social capital for attractiveness of Alpine regions. Sociological surveys and case studies investigating the relationship between social capital and regional attractiveness are required. Research should focus on the relationship between local social cohesion and other aspects such as:

### 2.2.1 *Geo-culture; territorial features:*

Is there any evidence that territorial features (topography, remoteness, climate, landscapes etc.) affect social cohesion and if yes to what extent?

*Proposed link to research agenda: 2b*

### *2.2.2 Economy; provision with local infrastructures and services:*

To what extent is social cohesion fostered by local/regional economy? What is the impact on social cohesion by shutting down local services and infrastructures? Are there new innovative ways to compensate the loss of local services and infrastructures?

***Proposed link to research agenda: 2b***

### *2.2.3 Society; external relations, impact from tourism; cultural identity; gender issues; social stratification and income distribution:*

How and in which cases does tourism support or distort social cohesion and cultural identity? Considering gender issues and the role of women, what are the ways to foster women participation in local economy and society? Analyses on the relation between cultural identity and social cohesion are needed as well as research on rural poverty and social exclusion.

***Proposed link to research agenda: 3b***

### *2.2.4 Policy; political tradition; local governance capacity; interaction between the different level (local, regional, national, international) of governance processes:*

What is the effect of democratic respectively hierarchical systems and authoritarian political traditions on social cohesion and good governance? How to combine local governance processes with regional, national and global policy systems? What are the interdependences between local and global governance processes? How can social cohesion on the different levels (local, regional, national) be balanced?

***Proposed link to research agenda: 2c, (3e)***

## **Protected Areas (Theme 3)**

Large protected areas are being established in order to protect alpine biodiversity and at the same time enhance sustainable regional development. That involves the need of assessing the biodiversity in Alpine protected areas, quantifying the value added and developing appropriate tools and instruments:

***Proposed link to research agenda: 2c, (3e)***

### 2.3.1 *Distribution of protected areas; categorisation:*

Is alpine biodiversity sufficiently protected by the existing protected areas? The sufficiency of the protected areas' network in the Alps could be assessed by means of a gap analysis. The "hotspots" for Alpine conservation, as already drawn up by previous studies are to be related to landscape parameters such as landuse, aso. The resulting priority areas for conservation should be compared to the existing network of protected areas. With regard to the priority areas and the priority requirements for conservation the sufficiency of the existing (multiple, overlapping, aso.) categories should be assessed on the Alpine level. For both steps, gap analysis and category check, the existing data about protected areas in the Alps should be reviewed.

***Proposed link to research agenda: no direct link, additional topic, (4d)***

### 2.3.2 *Monitoring system:*

What kind of monitoring is needed to assess the effect of management measures in protected areas? Proper, but simple monitoring systems (standardised, site-oriented, goal-oriented, technology-based) should be implemented in the long-term. The evaluation of biodiversity on different spatial levels provides a very vast field for research.

***Proposed link to research agenda: no direct link, additional topic, (4d)***

### 2.3.3 *Quantification of value added*

What amount of added value is created by protected areas? There is a need for concrete data about added value caused by protected areas in respect to regional development. Research should encompass all parts of a regional economy (tourism, products, services).

***Proposed link to research agenda: no direct link, additional topic***

### 2.3.4 *Know-how transfer*

How can exchange of knowledge and experiences between different protected areas be ensured in order to promote successful development? There is a need for transferable procedures and integrative approaches in protecting biodiversity and at the same time enhancing sustainable regional development.

***Proposed link to research agenda: no direct link, additional topic***

## **Mobility (Theme 4)**

Long term research on the impacts of the transport systems on regional development, and comparison between regions inside and outside the Alps to distinguish landscape effects are needed. Research on the impacts of transport systems on the spatial structure should not only consider economic indicators but also regard social aspects.

### *2.4.1 Effects of accessibility:*

Why are some regions successful despite low accessibility? Why are some regions not successful despite high accessibility? What is the importance of social capital in this context? Due to the fact of small scale differences in accessibility caused by the landscape barriers in the Alps the question of distributional effects should be a special topic for the assessment of transport system investments. A widely accepted set of rules for integrating indirect network effects in assessment tools is needed. Additionally we recommend collecting good practice examples of regions with low accessibility and positive regional performance.

***Proposed link to research agenda: 1b***

### *2.4.2 Transport performance; low scale mobility:*

What are the requirements for successful implementation of local low scale mobility concepts in terms of creating appropriate pedestrian, bicycle and public transport systems? Can regional product and service chains save transport volume and contribute to modal shifts from car trips to environmental friendly modes (public transport, bike, walking)?

***Proposed link to research agenda: 1d***

### *2.4.3 Evaluation of Best Practice Examples:*

How sustainable are the projects? Clarify the effectiveness of the projects. What are the main results concerning mobility (modal shift, changes in kilometric performance)?

Precise know-how of investment, maintenance and operation costs as well as the funding: Can Best Practice Examples be multiplied as regards the need for public funding?

Why aren't there any Best Practice Examples dealing with commuter transport? Are there regions inside or outside the Alps where f. e. the existing public transport system can be

considered as good practice compared to other regions? Bench marking of public transport performance in Alpine regions or valleys might help to clarify this question.

*Proposed link to research agenda: 1c, (1d)*

## **New Forms of Decision Making (Theme 5)**

Research is especially needed on the successful implementation of new forms of decision making in negotiation processes and their effect on conflict solving and co-operation:

### *2.5.1 Implementation into existing processes:*

How can the recommended standards for new forms of decision making be implemented into existing processes? Who are the key players? What steps would have to be taken?

How to appreciate existing – and often widely accepted – forms of decision making while at the same time trying to introduce new forms of opinion building and decision making which are more fair and transparent?

How to effectively bring "superior" interest (like e.g. security or a clean and healthy environment) in locally dominated negotiation processes?

What is the adequate territorial level of procedures? Which differences and similarities are there between e.g. deciding on contradictory local projects, working out a regional development concept or organising communication between different national authorities?

*Proposed link to research agenda: 2c*

### *2.5.2 Effect on conflict solving and co-operation*

Which are the economic, social and ecological impacts of decisions taken by using new forms of decision making compared to non-participatory procedures?

Which are the actual 'hot spots' concerning land use conflicts in the Alps and which procedures should be implemented to solve these conflicts?

*Proposed link to research agenda: 2c*

### *2.5.3 Improving decision making; capacity building:*

How can the upgrading of the decision making culture be achieved? How to educate, motivate and enhance capacity for active and responsible participation in decision

making? Who should be educated? What could be the frameworks, programs, contents, methods?

How to improve representativeness and legitimacy of participatory decision making procedures?

How to deal with decision making in the view of increasing immigration? Will our (i.e. western/European) model for successful decision making work equally well in a mixed community, where members have very diverse cultural and political backgrounds?

How to deal with decision making increasingly influenced by processes of globalisation and international standardisation?

*Proposed link to research agenda: 2c*

## **Policies and Instruments (Theme 6)**

There is little knowledge on the impact of different policies on future regional development. The question of how to close the implementation gap of sustainability-oriented policy recommendations and how to improve the co-operation between researchers and practitioners is still not fully answered and needs to be differentiated.

### *2.6.1 Impact of policies and instruments; policy development:*

What impact has the regional and national „policy culture“ on policy development and it's impact? What are specific aspects with regard to policy development in alpine regions compared to non-alpine regions? What impact do “non public policies” have?

What sort of impact do policies and instruments have on future regional development? Strategies and measures of contradicting objectives such as regional value added and environmental risks should be considered.

How should these policies and instruments be adapted to contribute more effectively to sustainable development? Referring not only to public policy level.

How can the different actors make better use of their room for manoeuvre?

*Proposed link to research agenda: 2c*

### *2.6.2 Implementation gap; specification of policy sectors:*

Where does the implementation gap of sustainability-oriented policy recommendations

appear, what is it which is not sufficiently implemented? The implementation gap may appear differently in specific policy sectors, and it may apply to the following issues: policy aims formulated in policy documents, policy recommendations given in evaluation studies, policy recommendations resulting from other research work. Analyses of case studies could reveal the roles of the different actors, their institutional context and scope and the hindrances for learning processes and policy implementation.

***Proposed link to research agenda: 2c***

#### 2.6.3 *Transdisciplinary approach:*

Especially the subject of policy recommendations resulting from research work, and thus the question how to improve the co-operation between researchers and practitioners is still not answered and implies transdisciplinary approaches in science.

***Proposed link to research agenda: no direct link, additional topic***

#### 2.6.4 *AlpTechnologies*

What is the potential of new technologies (ICT, transportation, aso.) for a sustainable Alpine development? What new technologies might be relevant for the future of the Alps? How could they be implemented and with which partners? Can co-operative decision-making throughout the Alps be supported by virtual communication tools? Is there a technical solution to bridge the gap between public and individual transport systems?

***Proposed link to research agenda: no direct link, additional topic***

18 April 2007

Karin Hindenlang

Links to Research Agenda by Wolfgang Pfefferkorn, 4 May 2007

## **TOPICS OF THE RESEARCH AGENDA TO THE MULTI-ANNUAL WORK PROGRAMME (MAP) OF THE ALPINE CONFERENCE 2005 – 2010 (DRAFT, MAY 2007)**

The MAP is available on [www.alpenkonvention.org](http://www.alpenkonvention.org) (de), [www.conventionalpine.org](http://www.conventionalpine.org) (fr), [www.convenzionedellealpi.org](http://www.convenzionedellealpi.org) (it), [www.alpskakonvencija.org](http://www.alpskakonvencija.org) (sl)

### **Key issue 1: Mobility, Accessibility, Transit, Traffic (Chapter 2.1. MAP)**

- 1a. Development of mobility patterns over time
- 1b. Regional and urban development in the context of accessibility
- 1c. Impacts of traffic and related infrastructures: evaluation and monitoring
- 1d. Steering of transport: instruments and their impacts

### **Key issue 2: Society, culture, identity (Chapter 2.2. MAP)**

- 2a. Individual well-being
- 2b. Social cohesion – social dynamics – cultural identities
- 2c. Regulation in territorial transformation and management
- 2d. Multi-level capacity in actor-networks

### **Key issue 3: Tourism, leisure, sports (Chapter 2.3. MAP)**

- 3a. Evaluation of competitiveness of existing and new touristic models in the context of globalization
- 3b. Relationships between culture and tourism in touristic areas
- 3c. Interactions between urbanisation and alpine tourism
- 3d. Sustainable management of winter stations
- 3e. Governance and co-operation in alpine tourism: developing policy-based and agent-based approaches (How to organize tourism within and among touristic areas?)
- 3f. Potentials and strategies of sustainable nature-based tourism and sports in the



Alps

- 3g. Touristic transport infrastructures in high mountain areas

**Key Issue 4A: Land use, spatial planning, protection (Chapter 2.4. MAP)**

- 4a. Influence of management strategies and cultivation methods on landscape functions and ecosystem services
- 4b. Influence of land use changes on biodiversity (genetic, species, habitat, landscape)
- 4c. Interactions between social life-styles, land use changes and landscape structures
- 4d. New approaches to identify, develop and and monitor ecological connectivity areas

**Key Issue 4B: Global change, natural risks, resource management**

- 4e. Regional Climate change in the Alps: prediction and scenarios
- 4f. Global Change effects on vulnerability and natural risks in Alpine regions
- 4g. Governance and management of water resources in changing water cycles