

# **PREDNOSTNI CILJI TRAJNOSTNEGA RAZVOJA SLOVENIJE DO LETA 2035**

*PRIORITY SUSTAINABLE  
DEVELOPMENT GOALS  
OF SLOVENIA UNTIL 2035*



## **AZTRS**

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Trajnostni razvoj kot civilizacijski projekt ter pravni, politični in etični okvir se danes spoprijema z naraščajočimi pritiski kratkoročnih ekonomskih in geostrateških interesov. V Evropski uniji je zaznati politični, proračunski in normativni zasuk v smer varnostno-vojaških prioritet in ponovnega oboroževanja, ki se vse pogosteje predstavlja kot neizogiben odgovor na geostrateške razmere. Tak zasuk pomeni tudi odmik od celovite trajnostne strategije, saj preusmerja politično pozornost, javna sredstva in institucionalne zmogljivosti stran od podnebne prehoda, varstva narave, socialne kohezije in dolgoročne družbene odpornosti. Znanost opozarja, da varnost, ki ne temelji na trajnostnem razvoju, ni trajna varnost, ampak le kratkoročno obvladovanje simptomov globljih kriz.

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*Sustainable development, as a civilisational project and a legal, political and ethical framework, is today confronted with growing pressures arising from short-term economic and geostrategic interests. Within the European Union, there is a discernible political, budgetary and regulatory shift towards security and defence priorities and renewed rearmament, which is increasingly presented as an inevitable response to current geostrategic circumstances. Such a shift also represents a departure from a comprehensive sustainability strategy, as it redirects political attention, public resources and institutional capacities away from the climate transition, nature conservation, social cohesion and long-term societal resilience. Science warns that security not founded on sustainable development is not lasting security, but merely the short-term management of the symptoms of deeper crises.*

Izhajajoč iz 17 ciljev trajnostnega razvoja OZN v Agendi 2030 o trajnostnem razvoju je AZTRS oblikoval predlog usmerjanja razvoja Slovenije v trajnostno družbo. Dokument je nastal na podlagi avtorskih prispevkov članov AZTRS in zunanjih sodelavcev ter internih razprav strokovnih skupin. Ne gre za standardno strategijo, ampak za dokument, ki jo lahko bistveno dopolni. V njem:

- opozarjamo na nujnost dopolnitve obstoječe razvojne paradigme v smeri trajnostnosti kot podlage za delovanje vseh ključnih dejavnikov, ki usmerjajo razvoj in odločajo o razvojnih vprašanjih;
- predlagamo nabor trajnostnih razvojnih ciljev, ki naj bi jih vključevali v strateške razvojne dokumente in odločitve v prihodnjih 5–10 letih;
- priporočamo nekaj mogočih pozitivnih prelomnih točk oziroma projektov z multiplikativnimi učinki na razvoj.

Cilji trajnostnega razvoja predstavljajo skupni operativni okvir za usmerjanje državnih politik, delovanja javnih ustanov, gospodarstva, znanosti in civilne družbe. Menimo, da njihovo udejanjanje ni prostovoljna etična izbira, ampak družbena odgovornost države in korporacij ter merilo uspešnosti javnih politik, poslovnih modelov in znanstvenega delovanja.

*Drawing on the 17 Sustainable Development Goals of the United Nations 2030 Agenda for Sustainable Development, the Academy of Sciences for Sustainable Development of Slovenia (AZTRS) has prepared a proposal for guiding Slovenia's development towards a sustainable society. The document is based on contributions by AZTRS members, external collaborators and internal discussions within expert groups. It is not a standard strategy but a document that can substantially complement it. In this document, we:*

- *highlight the need to complement the existing development paradigm by embedding sustainability as the foundation for the work of all key actors involved in steering development and making development-related decisions;*
- *propose a set of sustainable development goals to be incorporated into strategic development documents and policy decisions over the next 5–10 years;*
- *recommend several potential positive tipping points or projects capable of generating multiplier effects for development.*

*The Sustainable Development Goals provide a common operational framework for guiding public policies and the activities of public institutions, business, science and civil society. We believe that their implementation is not a voluntary ethical choice, but a social responsibility of the state and corporations, as well as a measure of the success of public policies, business models and scientific endeavour.*

# Trajnostna razvojna paradigma

## *Sustainable Development Paradigm*

Slovenija je po osamosvojitvi začela novo razvojno pot na podlagi podedovane socialne razvojne komponente, ki jo je prilagodila novim razmeram in jo z različnimi spremembami ohranja še danes.

S spremembo družbene in gospodarske ureditve v začetku 90. let je okrepila liberalno razvojno komponento: uvedla je politični pluralizem, človekove pravice in svoboščine, tržno gospodarstvo, zasebno lastnino in svobodno podjetništvo.

Razvoj Slovenije je tako v zadnjih 35 letih potekal v okvirih socialno-liberalne paradigme, pri čemer je socialna komponenta preprečevala preglobok zdrs v neoliberalizem. To potrjuje tudi Evropsko poročilo o uresničevanju ciljev trajnostnega razvoja OZN za leto 2025, po katerem Slovenija med 34 evropskimi državami zaseda 8. mesto. Visoko uvrstitev ji zagotavljata predvsem nizka stopnja revščine in socialne neenakosti ter razpršena poselitve. Poročilo hkrati opozarja, da napredek pri socialnih ciljih v Evropi stagnira ali se upočasnjuje, kar je relevantno tudi za Slovenijo.

V zadnjih desetletjih se zaostrojuje okoljska problematika doma in globalno. Tudi v Sloveniji se segreva ozračje, pogostejše so suše, požari in poplave, onesnaženi so zrak, vode in tla. To je predvsem posledica uporabe fosilnih virov energije ter vzorcev proizvodnje in porabe, ki zanemarljajo okoljske omejitve. Premalo je preventivnega delovanja in vlagan v spremembo teh vzorcev. Evropsko poročilo 2025 med največjimi pomanjkljivostmi Slovenije zato izpostavlja prav premajhno skrb za okolje ter neustrezne vzorce proizvodnje in porabe.

*Following independence, Slovenia embarked on a new development path based on the inherited social component of its development model, which it adapted to the new circumstances and has maintained, with various modifications, to the present day.*

*With the transformation of its political and economic system in the early 1990s, Slovenia strengthened the liberal component of its development paradigm by introducing political pluralism, human rights and fundamental freedoms, a market economy, private property and entrepreneurial freedom.*

*Over the past 35 years, Slovenia's development has therefore taken place within the framework of a social-liberal paradigm, with its social component preventing an excessive drift towards neoliberalism. This is also confirmed by the European Sustainable Development Report 2025, according to which Slovenia ranks 8th among 34 European countries. Its high ranking is primarily due to low levels of poverty and social inequality, as well as its dispersed settlement pattern. At the same time, the Report points out that progress towards the social goals in Europe is stagnating or slowing down, which is also relevant for Slovenia.*

*Over recent decades, environmental problems have intensified both nationally and globally. In Slovenia, too, temperatures are rising, while droughts, wildfires and floods are becoming more frequent. Air, water and soil pollution are increasing. This is primarily the result of the use of fossil energy sources and patterns of production and consumption that disregard environmental limits. Too little is being invested in preventive action and in changing these patterns. The European Sustainable Development Report 2025 therefore identifies insufficient*

Okolje tako postaja ključni omejitveni dejavnik socialno-liberalne paradigme. Njen razvojni potencial je mogoče povečati le tako, da skrb za okolje postane njena integralna komponenta. Socialno-liberalna paradigma tako preraste v eko-socialno-liberalno oziroma trajnostno razvojno paradigmo (TRP).

Tri komponente TRP predstavljajo kumulacijo zgodovinskega izkustva. Liberalna komponenta temelji na ekonomski racionalnosti ter vrednotah svobode posameznika, tekmovalnosti, zasebne lastnine, tržnega gospodarstva, dobička, političnega pluralizma in pravne države. Je podlaga proizvodni funkciji družbe, spodbuja ustvarjalnost in podjetništvo ter zagotavlja svoboščine v zasebnem, poslovnem in političnem življenju.

Socialna komponenta temelji na socialni racionalnosti ter vrednotah enakosti, solidarnosti, sodelovanja in močne socialne države. Zagotavlja socialno vključenost, zmanjšuje neenakost, krepi družbeno kohezijo in pravično porazdelitev bremen prehoda v trajnostno družbo. Njen temeljni cilj je kakovost življenja prebivalcev.

Temeljne vrednote okoljske komponente so zdravo življenje ljudi in drugih živih bitij ter ohranjanje ravnovesja med človekom in naravo. Usmerja proizvodnjo in porabo v uporabo obnovljivih virov, recikliranje, zmanjševanje odpadkov in izpustov, omejevanje segrevanja planeta, zmanjševanje tveganj naravnih katastrof ter ohranjanje biotske raznovrstnosti. Zagotavljati mora tudi kakovostno bivalno okolje s čistim zrakom, vodo, zdravo prehrano in stikom z naravo.

Izzivi usmerjanja razvoja se s trojno paradigmo povečajo, saj je vsaka komponenta omejena z drugima dvema. Med njimi je treba vzpostaviti novo ravnovesje.

*environmental protection and unsustainable patterns of production and consumption among Slovenia's main weaknesses.*

*The environment has thus become the key limiting factor of the social-liberal paradigm. Its development potential can only be increased by making environmental protection an integral component of the paradigm. In this way, the social-liberal paradigm evolves into an eco-social-liberal, or sustainable development, paradigm (SDP).*

*The three components of the SDP represent the accumulation of historical experience. The liberal component is based on economic rationality and the values of individual freedom, competition, private property, the market economy, profit, political pluralism and the rule of law. It underpins the productive function of society, encourages creativity and entrepreneurship, and guarantees freedoms in private, economic and political life.*

*The social component is based on social rationality and the values of equality, solidarity, cooperation and a strong welfare state. It promotes social inclusion, reduces inequality, strengthens social cohesion and ensures the fair distribution of the burdens associated with the transition to a sustainable society. Its fundamental objective is to improve people's quality of life.*

*The environmental component is founded on the values of healthy lives for people and other living beings, and on maintaining the balance between human activity and nature. It directs production and consumption towards the use of renewable resources, recycling, reducing waste and emissions, limiting global warming, reducing the risks of natural disasters, and preserving biodiversity. It must also ensure a high-quality living environment through clean air, clean water, healthy food and contact with nature.*

*The challenges of guiding development increase under this threefold paradigm, since each component is constrained by the other two. A new balance must therefore be established between them.*

Vsaka redukcija TRP z izločitvijo ali pretirano marginalizacijo posamezne komponente bi pomenila civilizacijsko nazadovanje in povečala razvojna tveganja. To kažejo tudi poskusi iskanja razvojnih rešitev znotraj neoliberalnega modela, ki je izčrpal svoj razvojni potencial z vidika trajnostnega razvoja. Pohlep po dobičku stopnjuje obremenjevanje okolja in izrabo neobnovljivih virov, spremlja pa ga zanikanje znanstvenih ugotovitev o podnebnih spremembah ter prisvajanje virov drugih držav z uporabo sile.

Na področju družbene trajnosti pretirana koncentracija bogastva povečuje družbeno neenakost in frustracije prebivalstva. Individualizacija, podprta z novimi komunikacijskimi tehnologijami, razgrajuje naravne družbene skupnosti in zmanjšuje odpornost posameznikov na politične, tržne in lažne znanstvene manipulacije. Slabitev socialne države ter koncentracija oblasti v rokah avtoritarnih voditeljev vodita v razgradnjo demokratičnih institucij, slabitev vladavine prava, relativizacijo znanstvenih dognanj, zmanjšanje družbene kohezije ter naraščanje konfliktov in vojn.

Dodajanje okoljske komponente brez opuščanja socialne in liberalne je nujno. Hkrati odpira nove razvojne možnosti na področjih znanja, inovacij, investiranja in podjetništva ter omogoča nove oblike proizvodnje, porabe in življenja, kot so socialno podjetništvo, delavsko solastništvo podjetij, skupnostne sončne elektrarne, digitalno podprte mreže proizvajalcev in porabnikov ekološke hrane ter trajnostno usmerjene izobraževalne ustanove.

*Any reduction of the Sustainable Development Paradigm (SDP) through the exclusion or excessive marginalisation of any of its components would constitute civilisational regression and increase development risks. This is also demonstrated by attempts to seek development solutions within the neoliberal model, which has exhausted its development potential from the perspective of sustainable development. The pursuit of profit intensifies environmental degradation and the exploitation of non-renewable resources, accompanied by the denial of scientific findings on climate change and the appropriation of other countries' resources through the use of force.*

*In terms of social sustainability, the excessive concentration of wealth increases social inequality and public frustration. Individualisation, reinforced by new communication technologies, undermines natural social communities and reduces individuals' resilience to political, market-driven and pseudo-scientific manipulation. The weakening of the welfare state and the concentration of power in the hands of authoritarian leaders lead to the erosion of democratic institutions, the weakening of the rule of law, the relativisation of scientific knowledge, reduced social cohesion, and an increase in conflicts and wars.*

*Adding the environmental component without abandoning the social and liberal components is essential. At the same time, it opens up new opportunities for development in the fields of knowledge, innovation, investment and entrepreneurship, and enables new forms of production, consumption and ways of life, such as social entrepreneurship, employee co-ownership of enterprises, community solar power plants, digitally supported networks of organic food producers and consumers, and sustainability-oriented educational institutions.*

# Ključni razvojni cilj: dviganje kakovosti življenja

## *Key Development Objective: Improving Quality of Life*

Cilji trajnostnega razvoja Združenih narodov (Sustainable Development Goals – SDG) predstavljajo referenčni okvir za določanje prioritet, izbiro ukrepov in merjenje napredka. Ta dokument priporoča njihovo vključevanje v slovensko razvojno strategijo do leta 2035 ter povezovanje z nacionalnimi cilji, ukrepi in kazalniki.

V nadaljevanju opredeljujemo cilje za naslednjih 5–10 let. Ker je to z vidika trajnostne razvojne paradigme (TRP) razmeroma kratko obdobje, morajo kratkoročne cilje usmerjati temeljne vrednote in dolgoročni razvojni cilji.

Temeljne vrednote zahodne civilizacije so svoboda, enakost in bratstvo. Svoboda obsega človekove pravice in svoboščine posameznika ter skupnosti, pri čemer je omejena le s pravicami drugih in ustavnim redom. Enakost pomeni enakost pred zakonom ter enake možnosti ne glede na osebne okoliščine. Bratstvo pomeni solidarnost, medsebojno pomoč, socialno državo ter priznavanje enakega dostojanstva vseh ljudi. Tem vrednotam dodajamo še varnost, razumljeno kot osebno, socialno, ekonomsko, nacionalno in drugo varnost.

Nobene od teh vrednot ni mogoče izključiti. Liberalna filozofija daje prednost svobodi, socialna enakosti in solidarnosti; obe pa imata svoje omejitve. Zato je iskanje ravnovesja med njimi ključno pri oblikovanju razvojnih ciljev.

*The United Nations Sustainable Development Goals (SDGs) provide the reference framework for setting priorities, selecting measures and measuring progress. This document recommends their integration into Slovenia's development strategy until 2035 and their alignment with national objectives, measures and indicators.*

*The following sections define objectives for the next 5–10 years. As this is a relatively short period from the perspective of the Sustainable Development Paradigm (SDP), short-term objectives should be guided by fundamental values and long-term development goals.*

*The fundamental values of Western civilisation are freedom, equality and fraternity. Freedom encompasses human rights and fundamental freedoms of individuals and communities, limited only by the rights of others and the constitutional order. Equality means equality before the law and equal opportunities regardless of personal circumstances. Fraternity refers to solidarity, mutual assistance, the welfare state, and recognition of the equal dignity of all people. To these values we add a fourth: security, understood as personal, social, economic, national and other forms of security.*

*None of these values can be excluded. Liberal philosophy gives priority to freedom, while social philosophy gives priority to equality and solidarity; both approaches have their limitations. Finding an appropriate balance among these values is therefore essential when defining development objectives.*

TRP tem vrednotam dodaja še peto – življenje. Človeka razume kot del žive narave in poudarja odgovornost za ohranjanje pogojev življenja na planetu. To zahteva spremembe v proizvodnji, potrošnji in organizaciji življenja, ki omogočajo dolgoročno sobivanje človeka z naravo.

Na tej podlagi je temeljni razvojni cilj TRP dviganje kakovosti življenja. Ta vključuje:

- izboljšanje materialnih pogojev življenja (imeti);
- izboljšanje medčloveških odnosov, zaupanja, varnosti in pripadnosti (ljubiti);
- izboljšanje možnosti osebnega razvoja z izobraževanjem, ustvarjalnim delom in sodelovanjem v skupnosti (biti);
- izboljšanje kakovosti življenjskega okolja z ohranjanjem in regeneracijo narave.

Izboljšanje kakovosti življenja zavrača enostransko usmerjenost v materialno blaginjo in zagovarja uravnotežen razvoj človeka, družbe in narave.

Za prehod v trajnostno družbo je ključno uspešno gospodarstvo. Potrebni so učinkovitejša proizvodnja na podlagi znanja in inovacij, zmanjševanje izpustov, krožno gospodarstvo, prehod na brezogljicne vire energije ter večja udeležba zaposlenih pri lastništvu in dobičku. Hkrati je treba omejevati prisvajanje na račun tujega dela in kapitalskih špekulacij.

Pri določanju ciljev je treba upoštevati njihovo uresničljivost glede na čas, sredstva in sprejemljivost za ljudi. Zaradi omejenih virov je nujno določanje prednostnih ciljev in pravočasno sprožanje sprememb, katerih učinki bodo vidni šele čez več let.

*The SDP adds a fifth value to these: life. It regards human beings as part of living nature and emphasises responsibility for preserving the conditions for life on the planet. This requires changes in production, consumption and the organisation of society that enable the long-term coexistence of humanity with nature.*

*On this basis, the fundamental objective of the Sustainable Development Paradigm (SDP) is to improve the quality of life. This includes:*

- *improving the material conditions of life (\*having\*);*
- *improving interpersonal relationships, trust, security and a sense of belonging (\*loving\*);*
- *improving opportunities for personal development through education, creative work and participation in the community (\*being\*);*
- *improving the quality of the living environment through the conservation and regeneration of nature.*

*Improving the quality of life rejects a one-sided focus on material prosperity and advocates the balanced development of people, society and nature.*

*A successful economy is essential for the transition to a sustainable society. This requires more efficient production based on knowledge and innovation, reduced emissions, a circular economy, a transition to carbon-free energy sources, and greater employee participation in ownership and profit-sharing. At the same time, it is necessary to limit wealth accumulation based on the exploitation of the labour of others and capital speculation.*

Največji izziv je sprejemljivost sprememb. Ta zahteva spremembe vrednot, vedenja in življenjskega sloga ter večje vrednotenje dolgoročnih koristi in preventivnega ravnanja.

Ljudje svoje vedenje pogosto spreminjajo šele ob negativnih prelomnih točkah, kot so poplave, potresi, epidemije ali druge hude krize. Zato je posebej pomembno iskati pozitivne prelomne točke, ki ljudi spodbudijo k prostovoljnemu spreminjanju navad in vrednot v korist trajnosti.

*When setting objectives, their feasibility in terms of time, available resources and public acceptability must be taken into account. Given limited resources, it is essential to establish priorities and initiate changes in a timely manner, even where their effects will become visible only after many years.*

*The greatest challenge is the acceptability of change. This requires changes in values, behaviour and lifestyles, as well as a greater appreciation of long-term benefits and preventive action.*

*People often change their behaviour only after negative tipping points, such as floods, earthquakes, epidemics or other major crises. It is therefore particularly important to identify positive tipping points that encourage people voluntarily to change their habits and values in favour of sustainability.*

## Povzetek prednostnih razvojnih ciljev Slovenije do leta 2035

### *Summary of Slovenia's Priority Development Goals until 2035*

Trajnostni razvojni cilji Slovenije izhajajo iz ciljev Agende OZN 2030 in avtorskih prispevkov v predhodnih poglavjih. Ne sledijo razvrstitvi Agende, temveč so prilagojeni razvojnim prioritetam Slovenije za naslednjih 5–10 let. Njihovo uresničevanje zahteva povezovanje znanj in metod naravoslovja, družboslovja in tehnike.

*Slovenia's sustainable development goals are based on the objectives of the United Nations 2030 Agenda and on the contributions presented in the chapters published in the book of several authors and edited by Svetlik and Toš 2026 Prispeljki k trajnostnim razvojnim ciljem Slovenije, (Contributions to the sustainable development goals of Slovenia). Rather than following the structure of the Agenda, they are adapted to Slovenia's development priorities for the next 5–10 years. Their implementation requires the integration of knowledge and methods from the natural sciences, social sciences and engineering.*

## Predlagamo naslednje cilje:

1. Obnoviti degradirana zemljišča in preprečiti zmanjševanje biotske raznovrstnosti, ohranjati pretočnost in čistost voda ter pri arheologiji uporabljati neinvazivne pristope (SDG 15).
2. Pospešiti prehod na brezogljične in obnovljive vire energije z gradnjo in obnovo energetskih objektov, hranilnikov ter učinkovitejšo rabo energije, brez dodatnega obremenjevanja okolja (SDG 7, 13).
3. Okrepiti javni potniški promet, e-mobilnost in železniški promet (SDG 7, 10, 11, 13).
4. Zagotoviti dostopna in varna stanovanja ter izboljšati trajnostnost in protipotesno varnost gradenj (SDG 6, 7, 8, 10, 11, 12, 13).
5. Izboljšati kakovost zraka, dostop do zelenih površin in zmanjšati količine odpadkov (SDG 9, 11, 12, 13).
6. Dvigniti produktivnost gospodarstva z inovacijami, razvojem kadrov, konkurenčnim poslovnim okoljem ter večjim deležem visokih tehnologij (SDG 4, 8, 9, 13).
7. Pospešiti trajnostno in vključujočo gospodarsko rast ter razvoj trajnostnega in inovativnega podjetništva (SDG 8, 9).
8. Krepiti krožno gospodarstvo in zmanjšati količine odpadne hrane (SDG 8, 9, 12, 13).
9. Dvigniti kakovost dela in delovnih mest ter možnosti za izobraževanje in osebni razvoj (SDG 4, 8, 9, 10).
10. Sprejeti nacionalno strategijo korporativne družbene odgovornosti (SDG 8, 9).
11. Spodbujati zdravo prehrano, trajnostno kmetijstvo, digitalizacijo prehranskih verig in prilagajanje kmetijstva podneb-

## We propose the following goals:

1. Restore degraded land and prevent the loss of biodiversity, preserve the ecological integrity and cleanliness of water bodies, and apply non-invasive approaches in archaeology (SDG 15).
2. Accelerate the transition to carbon-free and renewable energy sources through the construction and modernisation of energy facilities and storage systems, together with more efficient energy use, without placing additional burdens on the environment (SDGs 7, 13).
3. Strengthen public passenger transport, e-mobility and rail transport (SDGs 7, 10, 11, 13).
4. Ensure access to affordable and safe housing and improve the sustainability and earthquake resilience of buildings (SDGs 6, 7, 8, 10, 11, 12, 13).
5. Improve air quality, increase access to green spaces and reduce waste generation (SDGs 9, 11, 12, 13).
6. Increase the productivity of the economy through innovation, human resource development, a competitive business environment and a higher share of high technologies (SDGs 4, 8, 9, 13).
7. Promote sustainable and inclusive economic growth and the development of sustainable and innovative entrepreneurship (SDGs 8, 9).
8. Strengthen the circular economy and reduce food waste (SDGs 8, 9, 12, 13).
9. Improve the quality of work and jobs, as well as opportunities for education and personal development (SDGs 4, 8, 9, 10).
10. Adopt a national strategy for corporate social responsibility (SDGs 8, 9).
11. Promote healthy nutrition, sustainable agriculture, the digitalisation of food supply chains and the adaptation of agriculture to

nim spremembam (SDG 1, 2, 3, 13, 15).

**12.** Zmanjšati premoženjsko in dohodkovno neenakost ter okrepiti programe socialne države, enakost spolov in socialno vključevanje (SDG 1, 2, 4, 5, 7, 10, 11, 16).

**13.** Zagotoviti enak dostop do vodstvenih in političnih položajev ne glede na spol ali spolno usmerjenost.

**14.** Zmanjšati regionalne razlike z uvedbo pokrajin, decentralizacijo in vlaganji v manj razvita območja (SDG 8, 9, 10).

**15.** Okrepiti javno neprofitno zdravstvo z boljšim financiranjem, upravljanjem, digitalizacijo, kadri in preventivo (SDG 1, 2, 3, 10, 16).

**16.** Preoblikovati vrtce in šole v središča socializacije za zeleni prehod, nove tehnologije in regeneracijo lokalnih skupnosti (SDG 1, 3, 4, 7, 13).

**17.** Okrepiti kadrovskega potencial države z nadgrajevanjem znanja, selektivno migracijsko politiko, vključevanjem slovenskih strokovnjakov iz tujine ter internacionalizacijo visokega šolstva in raziskovanja.

**18.** Povečati vlaganja v raziskovanje in visoko šolstvo s poudarkom na temeljnem, interdisciplinarnem in trajnostnem raziskovanju ter prenosu znanja (SDG 4, 9).

**19.** Zmanjšati kriminal, nasilje, korupcijo, nezakonite finančne tokove in zlorabe novih tehnologij ter umetne inteligence (SDG 16).

**20.** Krepite zaupanje v institucije z večjim vključevanjem državljanov, varovanjem svoboščin in dostopom do informacij (SDG 10, 16).

**21.** Krepite demokracijo z izboljšanjem volilnega sistema, razvojem participativne, industrijske in deliberativne demokra-

climate change (SDGs 1, 2, 3, 13, 15).

**12.** *Reduce wealth and income inequality and strengthen welfare state programmes, gender equality and social inclusion* (SDGs 1, 2, 4, 5, 7, 10, 11, 16).

**13.** *Ensure equal access to leadership and political positions regardless of sex or sexual orientation.*

**14.** *Reduce regional disparities through the establishment of regions, decentralisation and investment in less developed areas* (SDGs 8, 9, 10).

**15.** *Strengthen the public non-profit health-care system through improved financing, governance, digitalisation, staffing and preventive programmes* (SDGs 1, 2, 3, 10, 16).

**16.** *Transform kindergartens and schools into centres of socialisation for the green transition, new technologies and the regeneration of local communities* (SDGs 1, 3, 4, 7, 13).

**17.** *Strengthen the country's human capital through skills upgrading, a selective migration policy, the involvement of Slovenian experts working abroad, and the internationalisation of higher education and research.*

**18.** *Increase investment in research and higher education, with an emphasis on fundamental, interdisciplinary and sustainability-oriented research, as well as knowledge transfer* (SDGs 4, 9)

**19.** *Reduce crime, violence, corruption, illicit financial flows and the misuse of new technologies and artificial intelligence* (SDG 16).

**20.** *Strengthen trust in institutions through greater citizen participation, the protection of freedoms and access to information* (SDGs 10, 16).

**21.** *Strengthen democracy by improving the electoral system, developing participatory, industrial and deliberative democracy, and*

cije ter neodvisnostjo medijev (SDG 10, 16).

**22.** Utrjevati vlogo slovenščine in drugih uradnih jezikov na dvojezičnih območjih ter spodbujati kulturni in jezikovni pluralizem (SDG 16, 17).

**23.** Zavzemati se za trajnostni razvoj, močno trajnost, odrast, mir in socialno racionalnost v mednarodnem prostoru (SDG 17).

**24.** Ohranjati suverenost in varnost Slovenije ob odprti družbi ter se povezovati z državami s podobnimi razvojnimi cilji (SDG 16, 17).

Navedeni cilji predstavljajo povzetek širšega nabora iz avtorskih prispevkov. Kot strateške prednostne naloge posebej izpostavljamo razogljičenje in varovanje okolja, dostop do stanovanj, zmanjševanje dohodkovne in medgeneracijske neenakosti, prehod v visoke tehnologije na podlagi znanja in inovacij, trajnostne šole, regionalizacijo ter krepitev javnega prostora in javnih institucij.

Uresničevanje trajnostne razvojne paradigme zahteva upravljanje napetosti med gospodarsko rastjo in okoljskimi omejitvami, med tržnim in javnim zagotavljanjem temeljnih dobrin ter med obstoječim načinom življenja in nujnostjo njegove trajnostne preobrazbe. Prav sposobnost razreševanja teh napetosti je preizkus kakovosti stroke in politike.

*safeguarding media independence* (SDGs 10, 16).

**22.** *Strengthen the role of the Slovenian language and the other official languages in bilingual areas, while promoting cultural and linguistic pluralism* (SDGs 16, 17).

**23.** *Advocate sustainable development, strong sustainability, degrowth, peace and social rationality in the international arena* (SDG 17).

**24.** *Safeguard Slovenia's sovereignty and security while maintaining an open society and strengthening cooperation with countries pursuing similar development objectives* (SDGs 16, 17).

*The above goals represent a summary of the broader set of objectives presented in the individual contributions. As strategic priorities, we particularly emphasise decarbonisation and environmental protection, access to housing, the reduction of income and intergenerational inequalities, the transition to high technologies based on knowledge and innovation, sustainable schools, regionalisation, and the strengthening of the public sphere and public institutions.*

*Implementing the Sustainable Development Paradigm requires managing the tensions between economic growth and environmental constraints, between market-based and public provision of essential goods and services, and between existing patterns of living and the need for their transformation towards sustainability. The ability to resolve these tensions is the true test of the quality of both scholarship and public policy.*

# Pozitivne prelomne točke

## *Positive Tipping Points*

Pozitivne prelomne točke razumemo kot sprožilce razvoja s trajnimi multiplikativnimi učinki na materialno blaginjo, gospodarsko učinkovitost, razvoj in uporabo novih tehnologij, družbene odnose, želeno vedenje ljudi ter kakovost življenja.

V tem dokumentu iščemo predvsem sprožilce razvoja, ki so v pristojnosti države. Ta jih lahko uresničuje z zakonodajo, proračunskimi spodbudami, javnimi storitvami, investicijami ter informiranjem in prepričevanjem javnosti.

Ključno vprašanje je, kako prednostne razvojne cilje povezati v zaokrožene projekte, ki bodo z razpoložljivimi sredstvi dosegli največje razvojne učinke. Naloga države je, da z zakonodajnimi, proračunskimi, institucionalnimi, organizacijskimi in komunikacijskimi vzvodi zavestno ustvarja pogoje za nastanek pozitivnih prelomnih točk. To zahteva dolgoročno vizijo, politično stabilnost ter vključevanje znanosti, gospodarstva in civilne družbe v oblikovanje razvojnih politik.

*Positive tipping points are understood as drivers of development with lasting multiplier effects on material well-being, economic efficiency, the development and application of new technologies, social relations, desirable patterns of behaviour and quality of life.*

*In this document, we focus primarily on development drivers that lie within the competence of the state. These can be promoted through legislation, budgetary incentives, public services, investment, and public information and awareness-raising.*

*The key challenge is how to integrate priority development goals into coherent projects capable of generating the greatest development impact with the available resources. The role of the state is to use legislative, budgetary, institutional, organisational and communication instruments to deliberately create the conditions for positive tipping points to emerge. This requires a long-term vision, political stability, and the involvement of science, business and civil society in shaping development policies.*

# Predlagani trajnostni projekti

## *Proposed Sustainable Projects*

### **Predlagamo naslednje trajnostne projekte:**

#### **Investicijski projekti**

Investicijski projekti imajo praviloma močne multiplikativne razvojne učinke, saj poleg gradbeništva vključujejo številne proizvodne in storitvene dejavnosti. Med prednostne projekte sodijo:

- dokončanje cestne povezave na tretji razvojni osi;
- pospešena obnova železniškega omrežja, razvoj integriranega železniškega in cestnega potniškega prometa ter prenos večjega dela tranzitnega tovornega prometa na železnice, s čimer bi zmanjšali porabo energije, čas potovanja in izpuste;
- gradnja novih zmogljivosti za proizvodnjo električne energije iz jedrskih ter obnovljivih virov, skupaj s hranilniki energije, krepitvijo prenosnega omrežja, polnilne infrastrukture in e-mobilnosti;
- pospešena stanovanjska gradnja, obnova in protipotresna zaščita stavb. Dostopna stanovanja izboljšujejo kakovost življenja, zmanjšujejo medgeneracijsko neenakost ter mladim omogočajo lažje odločanje za življenje, delo in ustvarjanje družin v Sloveniji;
- posodobitev kmetijstva z namakalnimi in oroševalnimi sistemi, zaščitnimi mrežami, rastlinjaki, digitalizacijo lokalnih prehranskih verig in spodbujanjem okolju prijazne pridelave;

### **We propose the following sustainable projects:**

#### **Investment Projects**

*Investment projects generally generate strong multiplier effects for development, as they involve numerous manufacturing and service sectors in addition to construction. Priority projects include:*

- *completion of the road connection along the Third Development Axis;*
- *accelerated modernisation of the railway network, development of an integrated rail and road passenger transport system, and the transfer of a larger share of transit freight transport to rail, thereby reducing energy consumption, travel time and emissions;*
- *construction of new electricity generation capacity based on nuclear and renewable energy sources, together with energy storage facilities, reinforcement of the transmission network, expansion of charging infrastructure and the promotion of e-mobility;*
- *accelerated housing construction, renovation and seismic strengthening of buildings. Affordable housing improves quality of life, reduces intergenerational inequality and enables young people to make it easier to decide to live, work and start families in Slovenia;*
- *modernisation of agriculture through irrigation and frost protection systems, protective netting, greenhouses, digitalisation of local food supply chains and the promotion of environmentally friendly production;*

- povečanje vlaganj v raziskave in razvoj, trajnostne tehnologije, prenos znanja ter kakovost izobraževanja.

Te investicije bi prispevale k razogljičenju, večji energetski in prehranski varnosti, razvoju znanja ter večji družbeni koheziji.

## **Podjetniški in institucionalno-inovacijski projekti**

Ti projekti povečujejo produktivnost, legitimnost in trajnostno usmerjenost javnih in zasebnih institucij. Temeljijo predvsem na organizacijskih, upravljaljskih in inovacijskih spremembah ter učinkovitejši uporabi razpoložljivih virov.

### **1. Program podjetniških priložnosti**

Slovensko gospodarstvo se mora zaradi tehnoloških sprememb, svetovne konkurence in geopolitičnih razmer pospešeno prestrukturirati. Predlagamo poseben državni program za spodbujanje tega procesa, usmerjen predvsem v razvoj visokotehnoloških nišnih dejavnosti.

### **Med prednostnimi projekti so:**

- prehod izbranih industrijskih programov v krožno proizvodnjo;
- razvoj lokalnih in regionalnih prehranskih verig;
- vzpostavitev evropskega centra za kompleksno logistiko z uporabo električnih vozil in umetne inteligence;
- razvoj biogenetskih zdravil za bolezn starejše populacije.

- *increased investment in research and development, sustainable technologies, knowledge transfer and the quality of education.*

*These investments would contribute to decarbonisation, greater energy and food security, the development of knowledge and stronger social cohesion.*

## **Entrepreneurial and Institutional Innovation Projects**

*These projects enhance the productivity, legitimacy and sustainability orientation of public and private institutions. They are based primarily on organisational, managerial and innovation-related changes, as well as on the more efficient use of available resources.*

### **1. Entrepreneurial Opportunities Programme**

*The Slovenian economy must undergo accelerated restructuring in response to technological change, global competition and geopolitical developments. We propose a dedicated national programme to support this process, focused primarily on the development of high-technology niche activities.*

### **Priority projects include:**

- *transforming selected industrial production programmes into circular production systems;*
- *developing local and regional food supply chains;*
- *establishing a European centre for integrated logistics using electric vehicles and artificial intelligence;*
- *developing biogenetic medicines for diseases associated with ageing.*

### **Program naj podpirajo:**

- nacionalni sklad za prestrukturiranje podjetij;
- nacionalni program razvoja kadrov;
- selektivna migracijska politika;
- vključevanje slovenskih strokovnjakov iz tujine;
- promocija Slovenije kot države z visoko kakovostjo življenja.

Program bi pospešil nastajanje trajnostno usmerjenih podjetij z višjo dodano vrednostjo.

## **2. Slovenija inovira**

Slovenija razpolaga z dobrimi naravnimi danostmi, ugodno geostrateško lego in visoko izobraženim prebivalstvom, vendar zaostaja pri produktivnosti, dodani vrednosti in prenosu znanja v prakso.

### **Projekt naj vključuje:**

- povečanje vlaganj v raziskave, razvoj in inovacije;
- okrepitev tehnološko-inovacijskega sklada in skladov tveganega kapitala;
- javne spodbude za razvoj visokih tehnologij;
- industrijske doktorate ter spodbude za zaposlovanje doktorjev znanosti v gospodarstvu;
- sistematičen prenos znanja iz raziskovalnih ustanov v prakso;
- razvoj mreže tehnoloških laboratorijev, podjetniških inkubatorjev ter regijskih centrov za prenos znanja.

Več vlaganj v inovacije bi povečalo konkurenčnost gospodarstva, pospešilo trajnostni razvoj ter prispevalo k zadrževanju in privabljanju talentov.

### **The programme should be supported by:**

- a national enterprise restructuring fund;
- a national human capital development programme;
- a selective migration policy;
- the involvement of Slovenian experts working abroad;
- the promotion of Slovenia as a country with a high quality of life.

The programme would stimulate the creation of sustainability-oriented enterprises with higher added value.

## **2. Slovenia Innovates**

Slovenia possesses valuable natural assets, a favourable geostrategic location and a highly educated population. However, it continues to lag behind in productivity, value added and the transfer of knowledge into practice.

### **The project should include:**

- increased investment in research, development and innovation;
- strengthening the technology and innovation fund and venture capital funds;
- public incentives for the development of high technologies;
- industrial doctoral programmes and incentives for employing doctoral graduates in industry;
- systematic transfer of knowledge from research institutions into practice;
- development of a network of technology laboratories, business incubators and regional knowledge transfer centres.

Greater investment in innovation would enhance the competitiveness of the economy, accelerate sustainable development, and help retain and attract talent.

### 3. Trajnostne šole

Šole naj postanejo središča socializacije za trajnostno družbo, nove tehnologije ter medgeneracijsko sodelovanje. Izobraževanje naj temelji na povezovanju znanja z izkustvenim učenjem: skrbi za okolje, obnovljivih virih energije, trajnostni mobilnosti, zdravi prehrani, šolskih vrtovih, kroženju dobrin, medgeneracijskem učenju, uporabi novih tehnologij in pomoči ranljivim skupinam.

Za izvedbo so potrebna vlaganja v šolsko infrastrukturo, predvsem pa posodobitev programov ter usposabljanje učiteljev za izkustveno učenje.

Cilj projekta je pripraviti mlade za trajnostno proizvodnjo in porabo, uporabo novih tehnologij ter krepitev lokalnih skupnosti.

### 4. Regionalizacija

Majhne občine so pomembno prispevale k razvoju lokalnega okolja, vendar pogosto nimajo dovolj zmogljivosti za večje razvojne projekte.

Pokrajine bi lahko prevzele pomembne upravne in razvojne naloge, učinkoviteje organizirale javne storitve, zmanjšale administrativne obremenitve ter koncentrirale razvojne potenciale za večje projekte.

Regionalna središča bi morala postati nosilci trajnostnega razvoja z razvojem energetske skupnosti, digitaliziranih prehranskih verig, regionalnih stanovanjskih skupnosti, integriranega javnega prometa ter razvojno-raziskovalnih središč.

Ob hkratnem povečanju vlaganj v manj razvite regije in dekoncentraciji proizvodnje ter storitev bi regionalizacija prispevala k bolj uravnoteženemu razvoju države, večji odpornosti obmejnih območij in manjšim okoljskim obremenitvam.

### 3. Sustainable Schools

*Schools should become centres for socialisation into a sustainable society, new technologies and intergenerational cooperation. Education should be based on combining knowledge with experiential learning in areas such as environmental stewardship, renewable energy, sustainable mobility, healthy nutrition, school gardens, the circulation of goods, intergenerational learning, the use of new technologies and support for vulnerable groups.*

*The implementation of this project requires investment in school infrastructure, but above all the modernisation of curricula and the training of teachers in experiential learning.*

*The objective of the project is to prepare young people for sustainable production and consumption, the use of new technologies, and the strengthening of local communities.*

### 4. Regionalisation

*Small municipalities have made an important contribution to local development, but they often lack sufficient capacity for larger development projects.*

*Regions could assume important administrative and development functions, organise public services more efficiently, reduce administrative burdens and concentrate development potential for larger-scale projects.*

*Regional centres should become the driving forces of sustainable development through the development of energy communities, digitalised local food supply chains, regional housing communities, integrated public transport systems, and research and development centres.*

*Together with increased investment in less developed regions and the decentralisation of production and services, regionalisation would contribute to more balanced national development, greater resilience of border regions, and reduced environmental pressures.*

# Socialnopolitični projekti

## *Socio-Political Projects*

Socialnopolitični projekti so odgovor na naraščajočo individualizacijo in dezintegracijo družbe. Krepi se navezanost posameznikov na centre ekonomske in politične moči prek novih komunikacijskih tehnologij, hkrati pa slabijo družbene skupnosti – od družine in lokalnega okolja do širše skupnosti. Posledice so zmanjšano zaupanje v institucije, zavračanje znanstvenih spoznanj, širjenje dezinformacij, manjša udeležba v javnem življenju, odpor do sprememb, psihosocialne težave in družbeni konflikti.

Takšne razmere olajšujejo manipulacijo posameznikov kot potrošnikov in volivcev. Zato predlagamo dva projekta, ki ne zahtevata velikih finančnih sredstev, temveč usklajeno delovanje države, ustrezno zakonodajo, sodelovanje civilne družbe, učinkovito obveščanje javnosti ter opolnomočenje državljanov.

### **1. Krepitev javnega prostora in skupnosti**

Javni prostor se krči zaradi privatizacije javnih storitev, širjenja digitalnih platform, ki nadomeščajo naravne skupnosti, ter pomanjkljivosti institucionalne ureditve, kot so volilni sistem, zakonodaja o javnih zavodih in položaj javnih medijev. Posledica sta občutek nemoči in zmanjšano zaupanje v državo.

*Socio-political projects are a response to increasing individualisation and the disintegration of society. Individuals are becoming increasingly dependent on centres of economic and political power through new communication technologies, while social communities—from families and local communities to society as a whole—are weakening. The consequences include declining trust in institutions, rejection of scientific knowledge, the spread of disinformation, reduced participation in public life, resistance to change, psychosocial problems and social conflicts.*

*Such conditions make it easier to manipulate individuals as consumers and voters. We therefore propose two projects that do not require substantial financial resources but rather coordinated state action, appropriate legislation, the involvement of civil society, effective public communication and the empowerment of citizens.*

### **1. Strengthening the Public Sphere and Communities**

*The public sphere is shrinking due to the privatisation of public services, the expansion of digital platforms that replace natural communities, and shortcomings in the institutional framework, including the electoral system, legislation governing public institutions and the status of public media. The result is a growing sense of powerlessness and declining trust in the state.*

## **Predlagamo naslednje ukrepe:**

- zagotavljanje pluralnih, neodvisnih in strokovnih javnih medijev ter posodobitev medijske zakonodaje;
- razvoj participativne in deliberativne demokracije, vključno z elektronskimi javnimi razpravami in participativnimi proračuni;
- prenovo volilnega sistema z večjim vplivom volivcev na izbiro poslancev ter večjo odgovornostjo izvoljenih predstavnikov;
- prenovo Zakona o zavodih z doslednim uveljavljanjem neprofitnosti javnih služb, ločitvijo poslovnih in nadzornih funkcij ter tripartitnim upravljanjem javnih zavodov;
- krepitev javnih šol kot središč socialnega povezovanja lokalnih skupnosti;
- spodbujanje delovanja društev in drugih organizacij civilne družbe ter njihovega vključevanja v pripravo javnih odločitev;
- zagotavljanje dostopa do temeljnih javnih storitev na področjih mobilnosti, otroškega varstva, izobraževanja, zdravstva, dolgotrajne oskrbe, stanovanj, socialne pomoči in verodostojnih informacijskih virov;
- krepitev vzgoje in izobraževanja za odgovorno uporabo novih komunikacijskih tehnologij in umetne inteligence ter ustrezno regulacijo njihove uporabe;
- zagotavljanje visoke ravni varnosti ljudi in premoženja.

## **We propose the following measures:**

- *ensuring pluralistic, independent and professional public media and modernising media legislation;*
- *developing participatory and deliberative democracy, including electronic public consultations and participatory budgeting;*
- *reforming the electoral system to give voters greater influence over the election of Members of Parliament and to increase the accountability of elected representatives;*
- *reforming the Institutions Act by consistently enforcing the non-profit principle in public services, separating executive and supervisory functions, and introducing tripartite governance of public institutions;*
- *strengthening public schools as centres of social cohesion within local communities;*
- *encouraging the activities of associations and other civil society organisations and involving them in the preparation of public decisions;*
- *ensuring access to essential public services in the fields of mobility, childcare, education, healthcare, long-term care, housing, social assistance and reliable information sources;*
- *strengthening education and training for the responsible use of new communication technologies and artificial intelligence, together with appropriate regulation of their use;*
- *ensuring a high level of security for people and property.*

## 2. Zagotavljanje socialne enakosti in pravičnosti

Čeprav Slovenija ohranja razmeroma nizko dohodkovno neenakost, hitro naraščajo premoženjske razlike. To zmanjšuje dostopnost stanovanj, zdravstva, izobraževanja in drugih javnih storitev ter krepí občutek nepravicičnosti, zlasti med mladimi. Slabitev družbene kohezije povečuje podporo populističnim in avtoritarnim politikam.

### Predlagamo naslednje ukrepe:

- dosledno uveljaviti načelo, da se sredstva obveznih socialnih zavarovanj uporabljajo izključno za neprofitno zagotavljanje javnih storitev;
- zagotavljati dostop do izobraževanja ne glede na socialni izvor in materialni položaj;
- krepiti udeležbo zaposlenih pri lastništvu podjetij in delitvi dobička;
- uvesti progresivno obdavčitev večjega materialnega in finančnega premoženja ter progresivne prispevke za socialna zavarovanja glede na dohodek in premoženje;
- zagotoviti dostop do najemnih ali lastniških stanovanj, zlasti za mlade, ter ustrezno nastanitev brezdomcem;
- izvajati državni program za zagotavljanje enakosti spolov, posebej pri zasedanju odgovornih položajev;
- zmanjševati revščino ter povečevati socialno vključenost starejših, samohranilcev, invalidov, priseljencev, brezposelnih in drugih ranljivih skupin.

## 2. Ensuring Social Equality and Justice

*Although Slovenia continues to maintain relatively low income inequality, wealth disparities are increasing rapidly. This reduces access to housing, healthcare, education and other public services and reinforces perceptions of injustice, particularly among young people. The weakening of social cohesion increases support for populist and authoritarian politics.*

### We propose the following measures:

- consistently enforce the principle that funds collected through compulsory social insurance schemes may be used exclusively for the non-profit provision of public services;
- ensure access to education regardless of social background or financial circumstances;
- strengthen employee participation in company ownership and profit-sharing;
- introduce progressive taxation of substantial material and financial wealth, together with progressive social insurance contributions based on income and wealth;
- ensure access to rental or owner-occupied housing, particularly for young people, and provide appropriate accommodation for homeless persons;
- implement a national programme to promote gender equality, with particular emphasis on equal representation in positions of responsibility;
- reduce poverty and strengthen the social inclusion of older people, single parents, persons with disabilities, migrants, the unemployed and other vulnerable groups.

# Sklep

## Conclusion

Cilji trajnostnega razvoja Združenih narodov predstavljajo globalni razvojni okvir, ki usmerja delovanje držav, javnih institucij, gospodarstva in znanosti. Ta dokument opredeljuje njihovo uresničevanje v slovenski razvojni strategiji do leta 2035.

Akademija znanosti za trajnostni razvoj Slovenije s tem dokumentom prispeva strokovno, neodvisno in dolgoročno vizijo razvoja Slovenije ter poziva nosilce odločanja, da cilje trajnostnega razvoja udejanjijo kot osrednje vodilo razvojne politike države do leta 2035 in naprej.

*The United Nations Sustainable Development Goals provide a global development framework that guides the actions of states, public institutions, business and science. This document defines their implementation within Slovenia's development strategy until 2035.*

*Through this document, the Academy of Sciences for Sustainable Development of Slovenia contributes an expert, independent and long-term vision for Slovenia's development and calls on all decision-makers to implement the Sustainable Development Goals as the central guiding framework of the country's development policy until 2035 and beyond.*



# AZTRS

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