Creating a seat at the table:
Effective stakeholder engagement for the 2030 Agenda

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Regional development context

• Changing development context provides new opportunities - but also an increasing risk that not all will benefit from prosperity gains.

• Persistent challenges for vulnerable/marginalized groups - forced labour/trafficking; gender disparities (e.g. particularly high numbers of women among vulnerable workers); migrants; demand for natural resources and land/resource “grabs”

• Income inequality - most of the income poor now live in middle-income countries; least developed countries are falling further behind

• Declining space for civil society in some places; human rights and environment CSOs can be prone to exclusion
2030 Agenda engagement – not “business as usual” – embedded throughout the agenda

“Leave no one behind”; Inclusion; partnership, participation

Balanced integration of the three dimensions of sustainable development – economic, social and environmental

Transparency & accountability
Goals 16 and 17

Goal 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- 16.7 - Ensure responsive, inclusive, participatory and representative decision-making at all levels
  - 16.7.1. Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions
  - 16.7.2. Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group

Goal 17 - Strengthen the means of implementation and revitalize the global partnership for sustainable development

Multi-stakeholder partnerships

- 17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
  - 17.16.1. Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals

- 17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
  - 17.17.1. Amount of United States dollars committed to public-private and civil society partnerships
Stakeholder engagement - in the Regional Roadmap for 2030 Agenda implementation in Asia and the Pacific

“Quality of governance and the effectiveness of public institutions are also crucial for the successful implementation of the 2030 Agenda and therefore recognized in the road map. Effective governance, and especially in its normative dimension, is a basis for reinstituting the state and the society towards achieving sustainable development. It is a principal means to enable voices of people and participation in an effective, transparent and results-oriented decision-making process. Effective governance allows people to be the driving force for sustainable development.”
We observe

• Strong interest to improve planning and prioritization through better engagement (multi-stakeholder bodies for coordination & consultation)

• VNR processes galvanize action and engagement

• Room for greater impact and accelerated action - innovations that support meaningful partnership and promote self-activation.

• Action stops at the VNR – but should not

• >>> Unmet needs within government and among stakeholders
Governments grappling with ..

• Managing both internal (across ministries/agencies) and external stakeholders (public, CSO, private sector) engagement responsibilities – while driving a change process

• Heightened and changing stakeholder expectations - 2030 Agenda context different than traditional engagement arenas (EIAs, planning processes)

• Mixed experiences of working successfully with all stakeholders

• 2030 Agenda raises fundamental issues of human rights, inclusion and participation, requires placing people at the centre; turning tradeoffs between economic/social/environmental dimensions into synergies.

• Instantaneous access to information

• Other systemic and practice challenges
VI. Stakeholder Engagement – systemic and practice challenges

- Political commitment, awareness, trust deficits
- Ensuring meaningful engagement > keeping the “promise”
- Legal mandates, robust civic education, engagement capacity etc.
- Common understanding re: quality engagement

Who are the stakeholders? How do we choose the “right” ones?

- Ensuring inclusion & self-representation > addressing marginalization, geographic isolation, socio-cultural discrimination, language barriers, fear of retaliation

Effectively dealing with internal (within-government) & external stakeholders

How to conduct public outreach?

How to go beyond consultation and committees to activation > engagement for transformation through a whole-of-society approach
Understanding the context

“These foundations for public participation exist in my country”*

Robust civic education
A trustworthy fact-based media
Organisational infrastructure
Safe accessible physical spaces
Broad access to technology
Facilitation infrastructure
A legislative mandate for participation

*Based on Lukensmeyer, C. 2012. Bringing Citizen Voices to the Table: A guide for public managers and APFSD 2016 (unscientific) "dot poll"
Why is ESCAP involved?

- ESCAP mandate to promote integrated approaches to implementation (ESCAP resolution 72/6) and Role in supporting implementation at the national level, through regional level action
- Institutional support for engagement going back more than a decade (Brisbane Declaration, 2005)
- Existing partnerships open up new possibilities – civil society and with the International Association of Public Participation (IAP2)
- Immediate opportunities to help address the most urgent needs – partnerships in the United Nations Development Group and the Regional Coordination Mechanism possible
ESCAP Workshop outcomes
(23-25 August 2017, Bangkok)

- Shared understanding re: quality engagement for the 2030 Agenda
- Gaps in practice/knowledge and capacity identified
- Potential partnerships & strategies re: regional action
  - Regional to national level support
  - Regional to global level action
Engagement for the 2030 Agenda

- Why?
- What values and shifts needed?
- Some tools
- What next?
Stakeholder engagement

• It is purposeful
• It is mostly planned
• It shapes decisions and actions - impact
• Recognises the role of (government) organisations and those of stakeholders/communities and acknowledges those roles can be very different
• Recognises the rights and responsibilities of those involved
Why engage?

• Contributes to building or restoring trust
• Creates ownership of outcomes (depending on the level of engagement) – whole of society approach.
• Based on a belief that stakeholders have a basic right to participate
• Can save time and money in the long run as it contributes to sustainable decisions
• Complex problems need stakeholders to be part of finding the way forward
• Contributes to an organisation’s reputation around responsible governance
• Helps build the capacity and strengthening of communities
IAP2 Core Values for Public Participation Practice

1. Belief: those affected have a right to be involved
2. Promise of influential input
3. Sustainable decisions: involving all participants including decision makers
4. Seeks and facilitates the involvement of those affected or interested
5. Participants help design how they participate
6. Participants have the information they need for meaningful participation
7. Communicate how participants’ input influenced the decision
Engagement needs for the 2030 Agenda

Planning
- Developing social, political and scientific consensus on priorities & targets
- Understanding inter-relationships between the goals – integrated and coherent policy
- Ensuring that no-one is left behind
- Resource allocation

Delivery/action
- Activation - creating ownership and motivating action
  - Developing a shared vision at the relevant level (national/local)
  - Local government engagement
  - Developing specialized communities of action around specific goals
  - Public outreach and awareness; outreach to specific stakeholders
  - Aligning interests of different stakeholders to promote partnerships

Follow up and review
- Social and scientific consensus on progress, priorities and gaps
- Partnerships to close data gaps
- Effective VNR processes
Design,
Plan,
Manage
The IAP2 Spectrum

**What is the desired level of stakeholder influence?**

<table>
<thead>
<tr>
<th>Public Participation Goal</th>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
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<tbody>
<tr>
<td>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</td>
<td>To obtain public feedback on analysis, alternatives and/or decisions.</td>
<td>To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</td>
<td>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</td>
<td>To place final decision making in the hands of the public.</td>
<td></td>
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<tr>
<td>We will keep you informed.</td>
<td>We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.</td>
<td>We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</td>
<td>We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</td>
<td>We will implement what you decide.</td>
<td></td>
</tr>
</tbody>
</table>
How we typically Engage?

- Inform
- Empower
- Collaborate
- Involve
- Consult

How the 2030 Agenda is asking us to engage?

- Empower
- Inform
- Collaborate
- Involve
- Consult
How can we plan for successful engagement?
How can we ensure impact for the 2030 Agenda?
Strengthening engagement for the 2030 Agenda

**Context**

- Create awareness & political commitment
- Institutionalize engagement
- Build capacity
- More effective multi-stakeholder & traditional processes/bodies
- Deepen engagement across the implementation activity & across agenda (by SDG/SDG cluster/priority theme)

**Plan (including stakeholder mapping) & assess**

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**Logos:**
- ESCAP
- Sustainable Development Goals
- IAP²
Some important gaps re: engagement

**Engagement opportunities**

- Discussing the **big-picture issues**
- Identifying the **synergies between the goals** - critical for policy coherence and integration

**Practice “gaps”**

- Setting clear engagement objectives (only consultation ?)
- Engagement design & plan
- Stakeholder mapping/analysis
- Shared expectations re: quality – what does it mean and how do you get there?
Planning & Assessment Tool

• A preliminary set of indicators for quality engagement practice for the 2030 Agenda is being developed

• The indicator set can be used as a tool to help assess the quality of existing arrangement & guide further engagement planning

• The indicator set can be adapted to the country context

• If used in planning, the indicator set can help bridge expectations of governments and stakeholders, and justify resource allocation

• A common understanding of quality standards helps to build engagement capacity
Support for implementing the 2030 Agenda – partnership with IAP2

Technical support

• Developing engagement plans
  • Adapting quality indicator sets to the national context
  • Strengthening existing multi-stakeholder processes – e.g. Multi-stakeholder committees, national roundtables etc.
  • Expanding & deepening engagement in all aspects of implementation
  • Assessing engagement

• Capacity building

• Developing & adapting existing tools >> ESCAP Sustainable Development Goal Help desk

Building awareness and strengthening political commitment

• APFSD as a platform for regional learning and exchange

• Awards schemes

• Targeting 2019 – theme – “Empowering people and ensuring inclusiveness and equality”; Goal 16 (and 17) under review in 2019
Some things to talk about...

• What has worked well and what has not in your engagement experiences?
• Have there been good experiences of collaborative approaches? What are they and can we build on these?
• What kind of support is needed?