



Training Toolkit on Effective National to Local Public Governance for SDG Implementation





Whole of Society Approach

Module 2.4





Whole of Society Approach for SDG Implementation

Stakeholder Engagement and the 2030 Agenda

Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs

Different Types of Engagement and Related Approaches for the 2030 Agenda

Setting Up a Stakeholder Engagement Plan

Addressing Challenges in Strengthening Participation

Innovative Methods of Engagement

Institutionalization of Engagement

Key Takeaways





Learning Outcomes



Strengthened understanding of importance of stakeholder engagement in SDG implementation by goal at the local level



Explores the challenges of stakeholder identification and engagement



Ability to define principles for stakeholder classification and strategies for their engagement



Understanding of possibilities for integrating stakeholder perspectives into planning processes from the beginning



I. Whole of Society Approach for SDG Implementation

Acknowledge the contribution of and important role played by all relevant stakeholders, including individuals, families and communities, intergovernmental organizations and religious institutions, civil society, academia, the media, voluntary associations and, where and as appropriate, the private sector and industry, in support of national efforts....”

(UNGA Resolution, 2011. [A/RES/66/2](#))

The formulation of the SDGs itself took multi-stakeholder and ‘whole of society’ approach

A whole of society approach means these goals are not just meant to be understood and fulfilled by governments and policymakers

Non-governmental units of societies all have a significant role to play

Whole of society approach is the process of engaging multiple stakeholders to reach the consensus

A ‘whole of society’ approach with broad and meaningful engagement and consultation with stakeholders across all sectors of society is key

Multi-stakeholder partnerships and platforms involving actors from government, civil society, youth, academia and the private sector are a critical mechanism for the achievement of SDG 16.

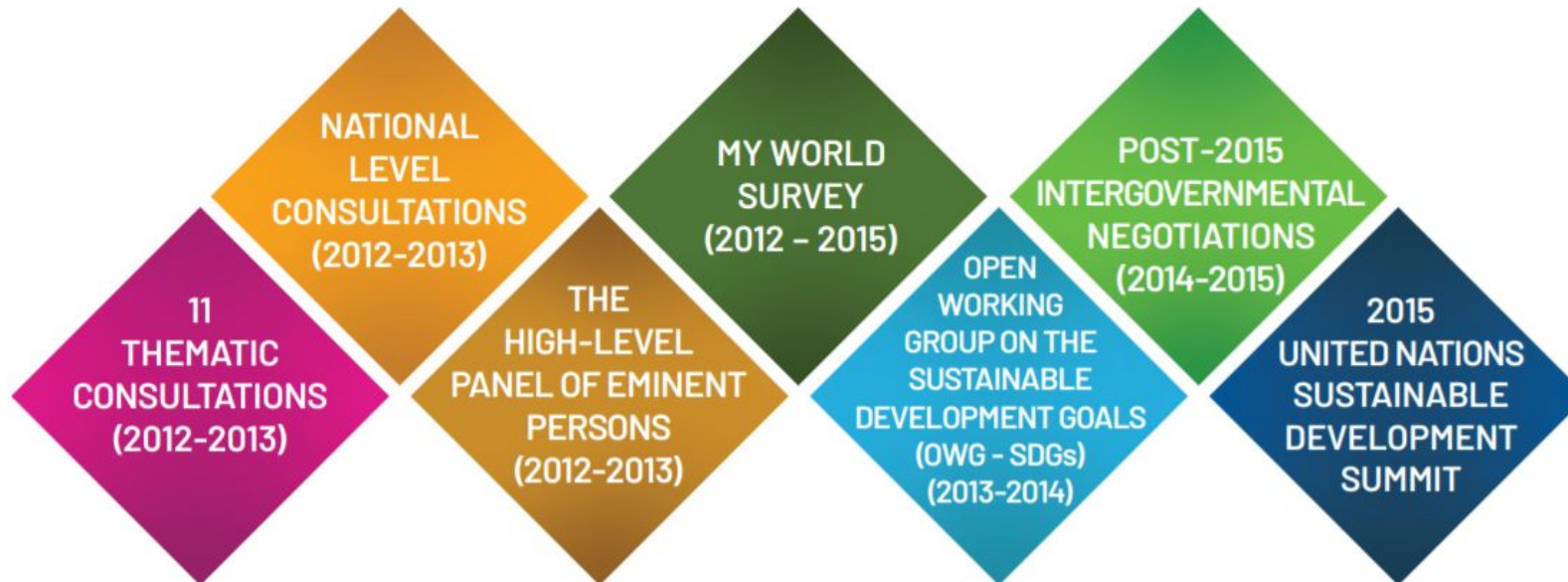


II. Stakeholder Engagement and the 2030 Agenda

*“The Agenda and Goals reflect the voices of millions of people from all over the world, and their aspirations for the future they want. I saw first-hand the unprecedented commitment, dynamism and **concrete contributions that stakeholders from all sectors of society brought to the intergovernmental process leading to the adoption of the 2030 Agenda.** As a result, the Agenda is **“of the people, by the people and for the people”** and is expected to be implemented with the participation of “all countries, all stakeholders and all people”.*

Amina Mohammed, Deputy Secretary-General of the United Nations, 2018*

Participatory Process to Define the 2030 Agenda

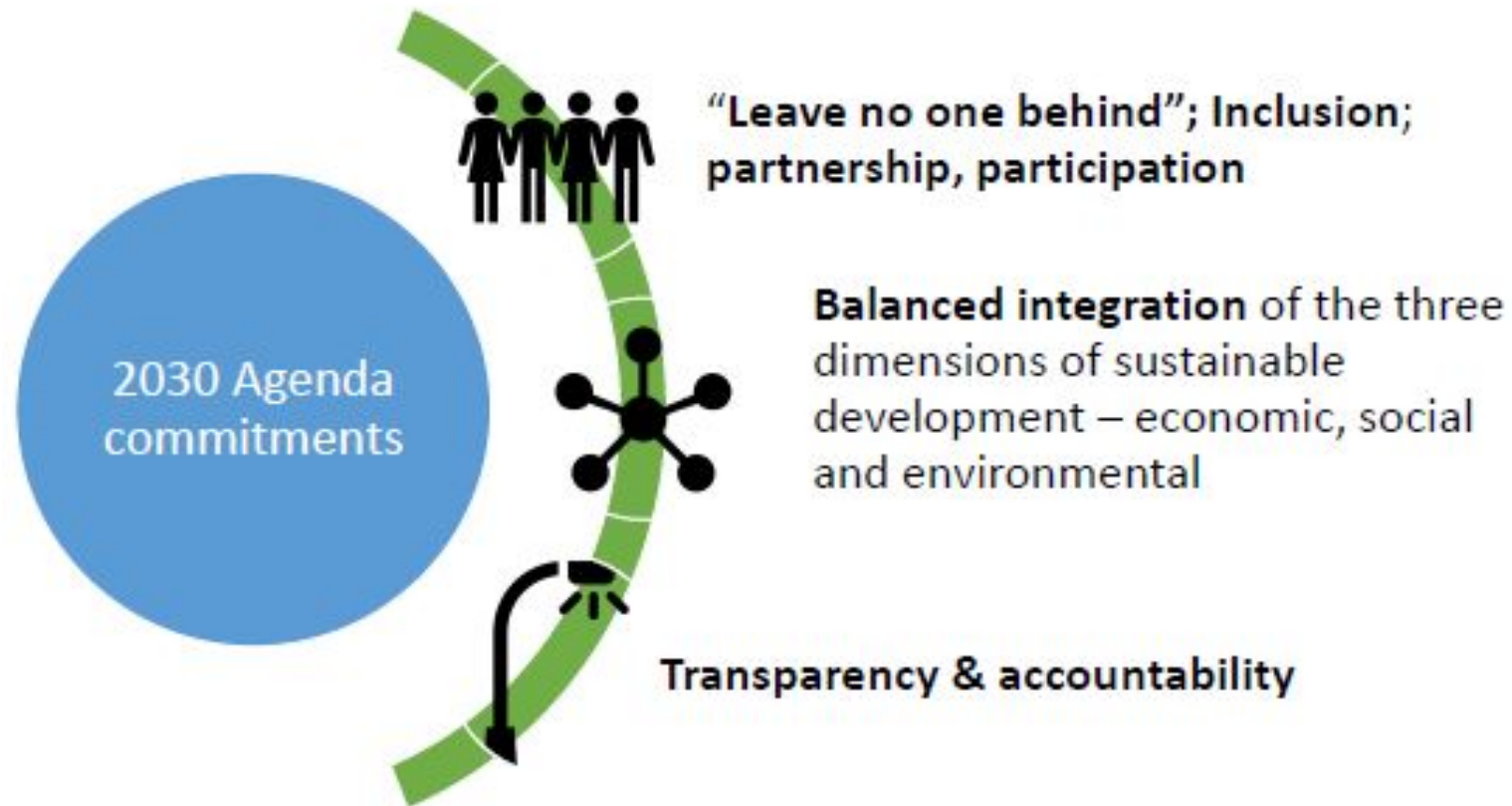


* <https://www.un.org/en/chronicle/article/participation-consultation-and-engagement-critical-elements-effective-implementation-2030-agenda>



II. Stakeholder Engagement and the 2030 Agenda (Cont.)

2030 Agenda engagement - not “business as usual” embedded throughout the agenda





II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Origins of the 2030 Agenda's Principle of Participation

Agenda 21

Sets out the rationale behind the need for the nine Major Groups to participate in decision making processes.

The Universal Declaration of Human Rights, Art.21:

Sets out the basic human rights to participate in public life.

2005 World Summit Outcome

Draws a range of global challenges related to development, terrorism, peacebuilding, the responsibility to protect from genocide, war crimes, ethnic cleansing and crimes against humanity, human rights, the environment, international health, and humanitarian assistance, among others.

Millennium Declaration

Cites freedom, equality (of individuals and nations), solidarity, tolerance, respect for nature and shared responsibility as six values fundamental to international relations for the twenty-first century.

Declaration to the Right to Development

Establishes development as a right and puts people at the center of the development process.



II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Improving inclusion and integrated delivery of individual goals through the policy and planning cycle

- Policy and planning
- Implementation
- Monitoring

Localization of the SDG goals, targets and indicators



Delivering the Voluntary National Review (VNR) reports

Boosting action on a priority goal or long-standing challenge









II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Participation and the 2030 Agenda

“The Agenda and Goals reflect the voices of millions of people from all over the world, and their aspirations for the future they want. I saw first-hand the unprecedented commitment, dynamism and concrete contributions that stakeholders from all sectors of society brought to the intergovernmental process leading to the adoption of the 2030 Agenda. As a result, the Agenda is “of the people, by the people and for the people” and is expected to be implemented with the participation of “all countries, all stakeholders and all people”.

Paragraph 52 Of The 2030 Agenda

The SDGs include specific targets on participation

<p>TARGET 5-5</p>  <p>ENSURE FULL PARTICIPATION IN LEADERSHIP AND DECISION-MAKING</p>	<p>TARGET 6-B</p>  <p>SUPPORT LOCAL ENGAGEMENT IN WATER AND SANITATION MANAGEMENT</p>	<p>TARGET 11-3</p>  <p>INCLUSIVE AND SUSTAINABLE URBANIZATION</p>	<p>TARGET 16-7</p>  <p>ENSURE RESPONSIVE, INCLUSIVE AND REPRESENTATIVE DECISION-MAKING</p>	<p>TARGET 17-17</p>  <p>ENCOURAGE EFFECTIVE PARTNERSHIPS</p>	<p>TARGET 17-16</p>  <p>ENHANCE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT</p>
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II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Meaningful Stakeholders Engagement and Provision for Participation

“Participatory governance requires a political framework and an organizational and procedural structure in order to become operative. Stakeholder engagement in long-term sustainable development works best if it is organized as a continuous process rather than being conducted on an ad-hoc basis or through unrelated one-off engagement exercises at different points of the policy cycle.

European Economic Social Committee, 2015

Rationale for why governments should make provisions for stakeholders to participate

Stakeholders participated meaningfully in negotiations of the 2030 Agenda

Stakeholders can promote accountability, transparency and responsiveness

Stakeholders can use the contents of the 2030 Agenda as an independent benchmark

Stakeholders can create the space for representing the ideas and the interests of ordinary citizens

Stakeholders are involved directly in service delivery

Stakeholders can make recommendations on laws, programs and policies and assess their compliance with the 2030 Agenda

Stakeholders can give voice to excluded groups

Stakeholders can reach grassroots partners

Representative and transformative participation can lead to many positive developmental outcomes



II. Stakeholder Engagement and the 2030 Agenda (Cont.)

To be meaningful, engagement processes for the 2030 Agenda should be set up early on and could reflect the following best practices

1 Long-term, Regular and Continuous

2 Open, Transparent and Clear

3 Systematic, Well-planned And Structured

4 High Quality And Aiming For Higher Levels of Engagement

5 Well Organized and with equitable access to needed resources

Empowering Stakeholders, especially vulnerable groups, for effective participation

Encouraging contributions to implementation and stakeholder accountability

Mindful of the need to follow-up

Inclusive of and strengthening the voice of the most vulnerable groups

Having a clear link to the 2030 Agenda National review processes

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7

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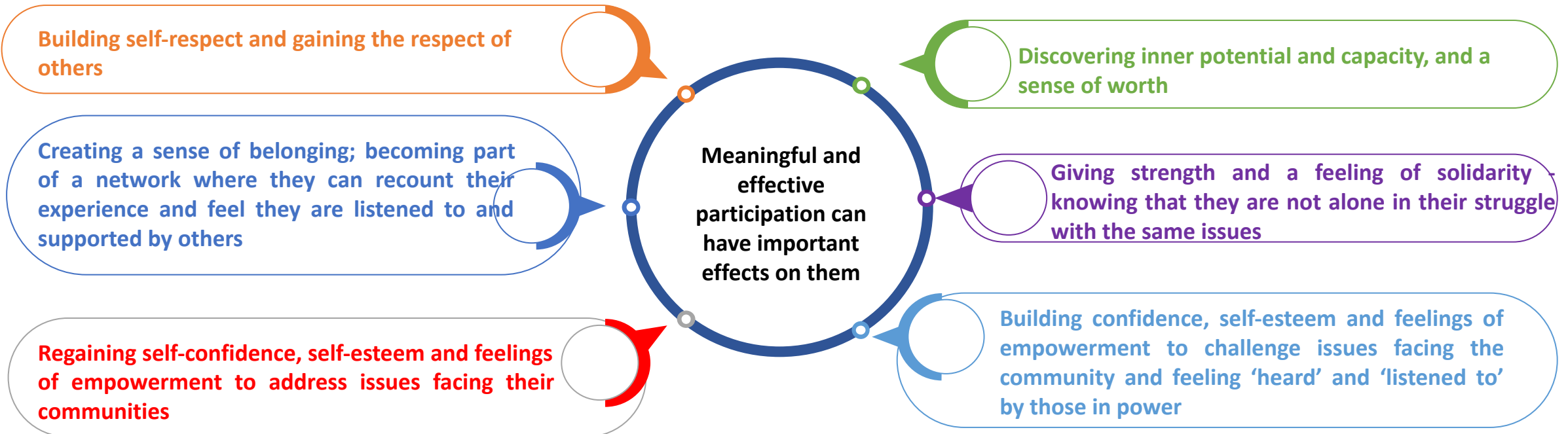
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II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Participation of Marginalized People can give them power over decisions that affect their lives, transforming power structures in society





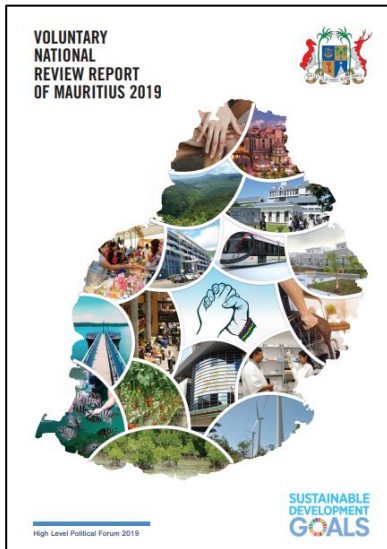
II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Good practices in multi-stakeholder engagement

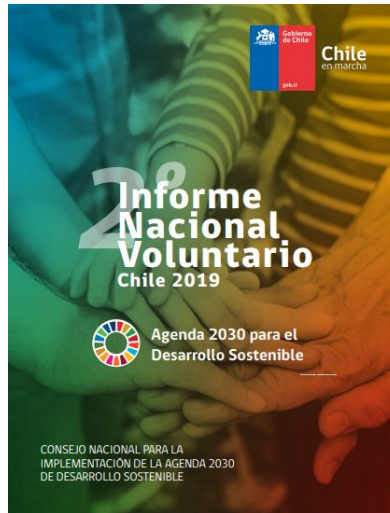
TIMOR LESTE



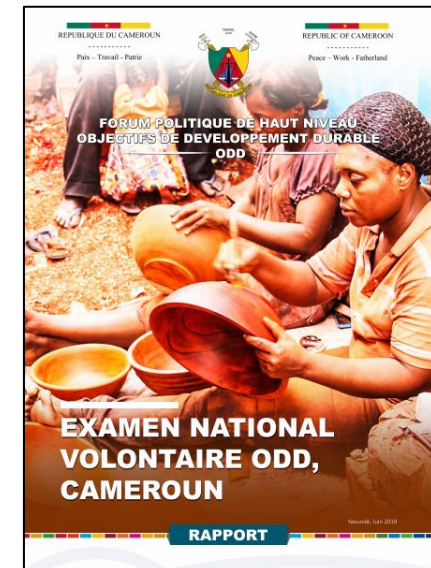
In Timor Leste, in addition to civil society being represented on the SDG Working Group, a CSO advisory group was established. The purpose of the group was to advise the VNR secretariat on how to effectively engage excluded groups in the consultation process. The advisory group supported the design of the consultations and assisted in the facilitation of the consultation meetings in Dili and Bacau. The CSO advisory group advised on how to meaningfully engage with young women and men, children, persons with disabilities, excluded rural populations and the Martial Arts Regulatory Commission in the consultation process (Timor Leste Voluntary National Review 2019).



Planning for effective engagement in Mauritius (2019)



Working with non-state actor representative bodies to develop an inclusive VNR in Chile (2019)



Partnership to ensure iterative engagement in Cameroon (2019)



II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Practical Challenges of Participation





II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Major Groups and Other Stakeholders



WOMEN



CHILDREN & YOUTH



INDIGENOUS PEOPLES



LOCAL COMMUNITIES



EDUCATIONAL & ACADEMIC ENTITIES



FAITH GROUPS



ON-GOVERNMENTAL ORGANIZATIONS



LOCAL AUTHORITIES



WORKERS & TRADE UNIONS



FOUNDATIONS & PRIVATE PHILANTHROPIC ORGANISATIONS



MIGRANTS & THEIR FAMILIES



OLDER PERSONS



BUSINESS & INDUSTRY



SCIENTIFIC & TECHNOLOGICAL COMMUNITY



FARMERS



PARLIAMENTARY NETWORKS & ASSOCIATIONS



PERSONS WITH DISABILITIES



VOLUNTEER GROUPS

To learn more about the history of MGoS, please click [here](#).



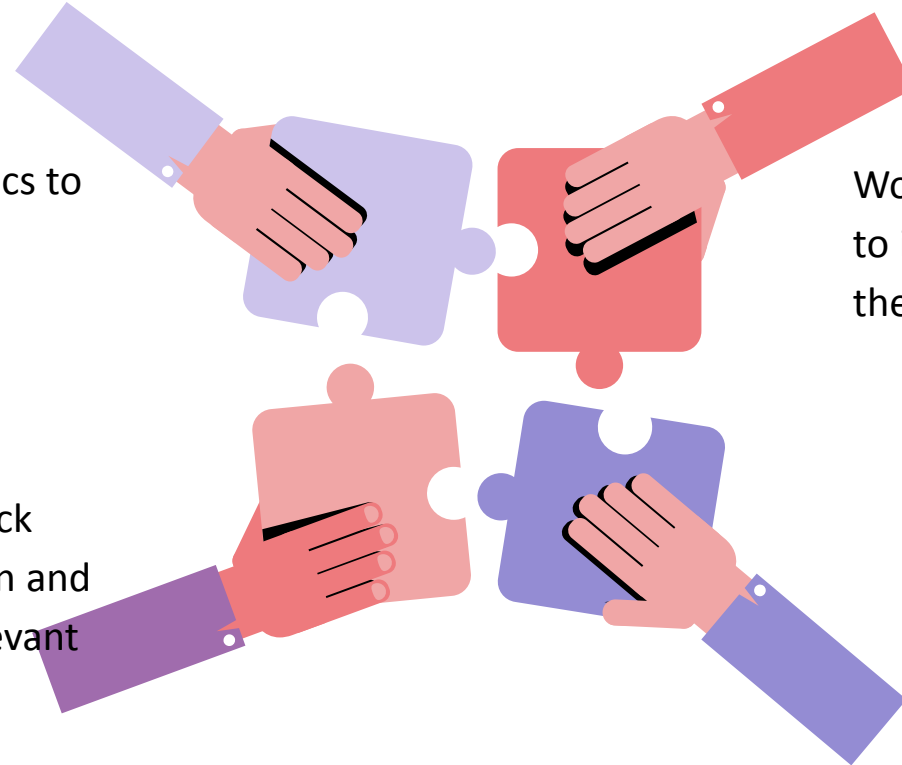


II. Stakeholder Engagement and the 2030 Agenda (Cont.)

Efforts to identify and reach out groups most commonly left behind

Working with National Offices of Statistics to identify the relevant groups in a given country

Assessing the challenges which may block their engagement in the implementation and review processes and come up with relevant solutions



Working with other government departments to identify relevant organizations representing the interests of these groups

Reaching out to the organizations and groups who are likely to have contacts with the relevant groups (please, refer to the list provided above).

More information on SDG Indicators can be found here: <https://unstats.un.org/sdgs/iaeg-sdgs/>



Stakeholder Engagement – Basic Questions & Challenges

Let's Discuss!

- 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
- How to conduct public outreach?
- How to go beyond consultation and committees to activation > engagement for transformation through a whole of society approach
- Effectively dealing with internal (within government) & external stakeholders?
- What should be the engagement objectives in different 2030 Agenda implementation activities?

**BETTER
PLANNING/
METHODS/
TOOLS**

**SYSTEMIC
ISSUES**

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



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs



How can stakeholders' contributions be channeled to inform and support implementation and follow up of the 2030 Agenda?

The theory of participation provides a useful foundation on what truly meaningful participation implies, as well as prerequisites for such participation.

The right to participation can be interpreted as encompassing the right to have access to information, to be consulted, or to directly participate in the drafting, implementation and monitoring of laws and policies.



The way participation is set up from the beginning can either build ownership and improve decision making, or, if not effectively designed, promote distrust and division.

Human rights monitoring bodies have emphasized that **“participation should be understood broadly and requires concrete political, legal and institutional actions”** (A/ HRC/23/36).



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Quality engagement

Quality engagement is about building a process from start to end that delivers meaningful outcomes.

Quality multi-stakeholder engagement should be **timely, open and inclusive, transparent, informed, and iterative**





III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

The Four Dimensions of Quality Engagement



**PURPOSEFUL
ENGAGEMENT**



**PROACTIVE
ENGAGEMENT**



**INCLUSIVE
ENGAGEMENT**



**TRANSFORMATIVE
ENGAGEMENT**

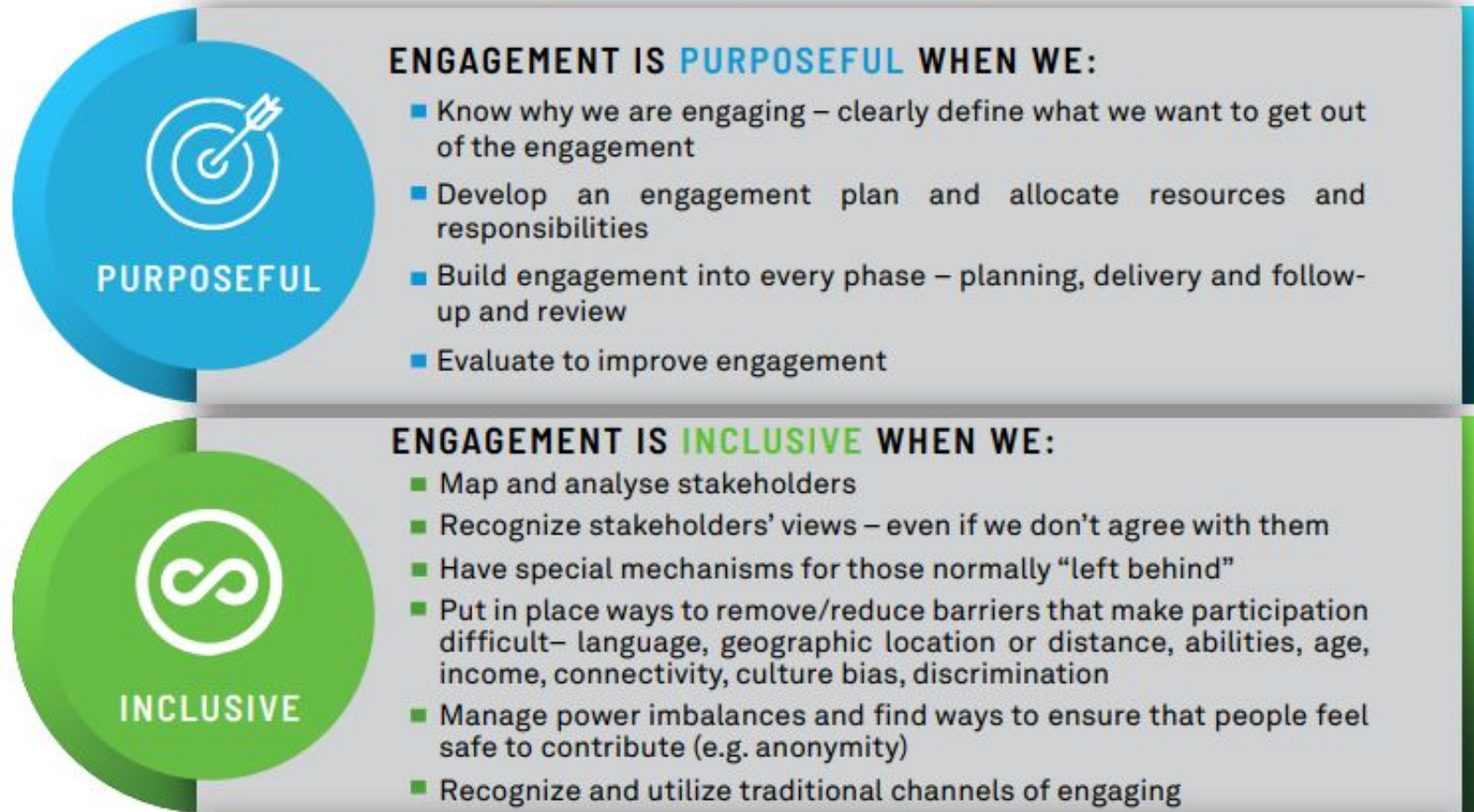


**QUALITY ENGAGEMENT
PLANNING EFFECTIVE ENGAGEMENT
EVALUATING ENGAGEMENT PROCESSES**



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

A Framework for Planning and Assessing Quality Engagement



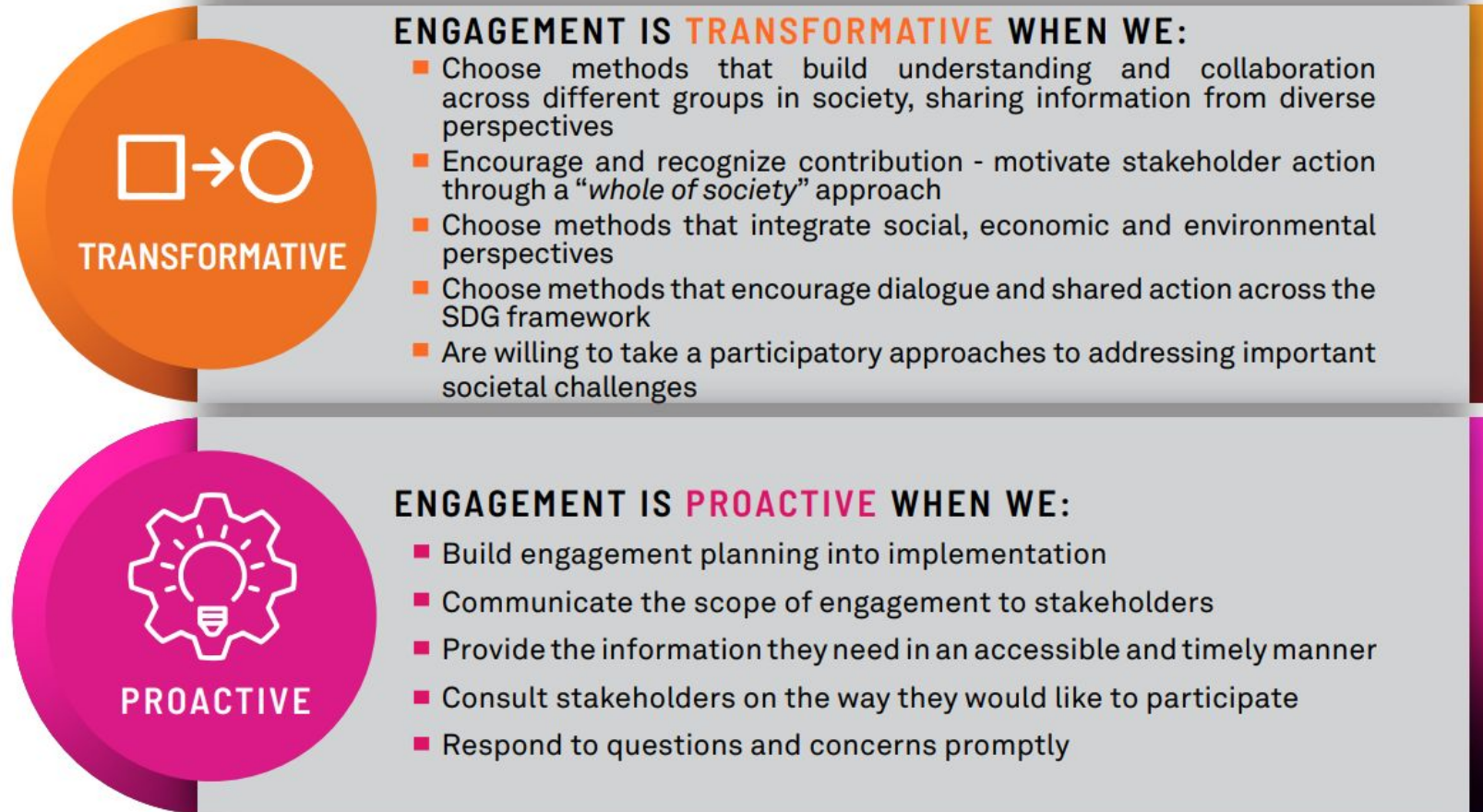
Source: Creating a Seat at the Table – Stakeholder Engagement for the 2030 Agenda - ESCAP and IAP2:

https://www.unescap.org/sites/default/files/Stakeholder%20Engagement%20Indicator%20Framework%20Brochure_180518_0.pdf



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

A Framework for Planning and Assessing Quality Engagement

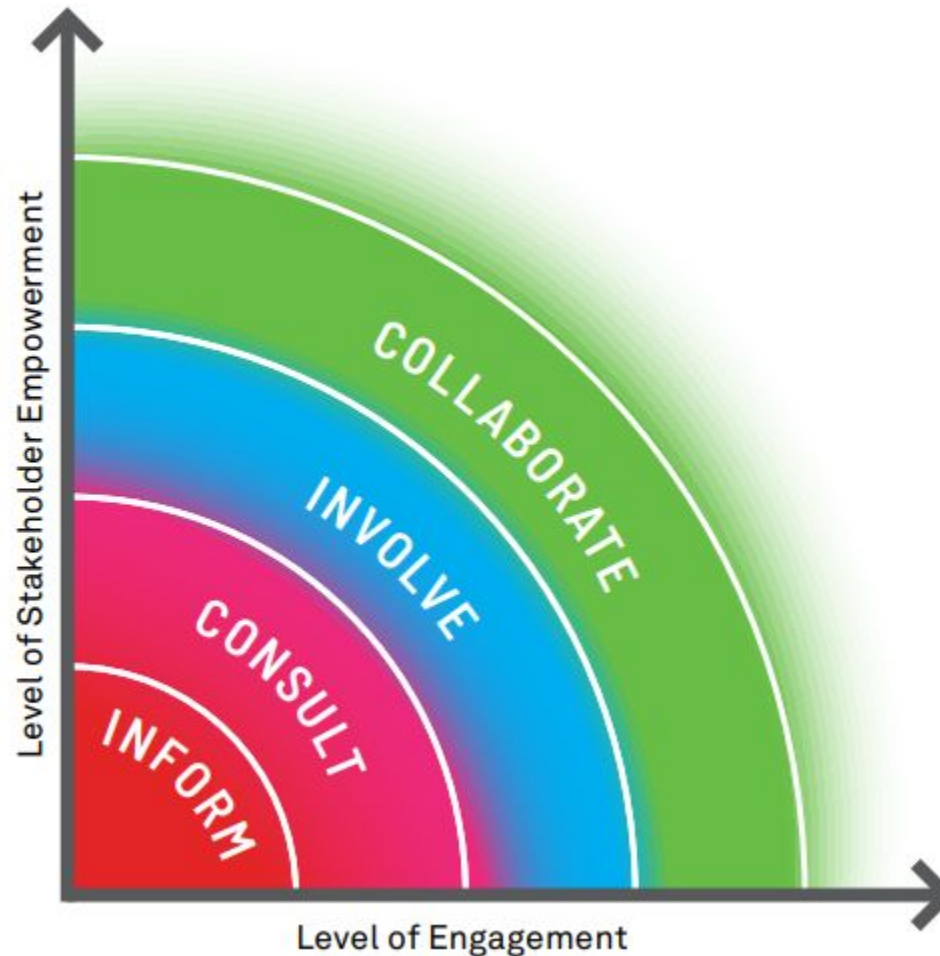


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III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Levels of Stakeholder Engagement



Source: UNITAR



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Spectrum of Public Participation

INCREASING IMPACT ON THE DECISION 

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	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.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Four Levels of Stakeholder Engagement - When to Use

INFORM		
Level of Stakeholder Engagement	May be Appropriate When:	May Not be Appropriate When:
<p>This is a one-way communication, where governments inform stakeholders of their plans for implementation and review of the 2030 Agenda. There are no expectations of a two-way dialogue.</p>	<ul style="list-style-type: none"> The process is beginning, and there is deeper participation to come. Stakeholders have a low level of understanding of the 2030 Agenda (for example an introductory session to communicate the details of the 2030 Agenda and the SDGs). 	<ul style="list-style-type: none"> Stakeholders want more active involvement Decisions have meaningful impact on stakeholders Stakeholders are already well informed about the 2030 Agenda.



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Case Studies

Republic of Korea

The Republic of Korea has also encouraged raising public awareness and creating multi-stakeholder ownership of the SDGs through the inclusion of content addressing Official Development Assistance (ODA) and the SDGs in textbooks for primary and secondary school students. The Korea Foundation for Advancement of Science and Creativity, in association with the Ministry of Education, has supported 40 teams of Teachers' Research Associations of Education for Sustainable Development, in which teachers and students voluntarily form groups to study sustainable development. The government is also carrying out national campaigns for the SDGs and has expanded funds for sending more youth to the project sites of international development cooperation. The Government of the Republic of Korea is also making additional efforts to strengthen its communications with multiple stakeholders. (2016 Korea National Voluntary Review)

Eswatini

In Eswatini, the Sustainable Development Goals were interpreted into the local language, targets and indicators were reviewed and localised by the technical team in 2017. Sensitization on the SDGs was a very lengthy process conducted at national, regional and constituency levels. To ensure inclusiveness, a cross-section of stakeholders was strategically invited. These included chiefs/traditional leaders, youth, women, men, various cultural regiments, the business community, academia, people living with disabilities, religious groups, regional development teams, Non-Governmental Organizations, local governments, government ministries, and bilateral and multilateral organizations (Eswatini Voluntary National Review 2019).



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Four Levels of Stakeholder Engagement - When to Use

CONSULT

Level of Stakeholder Engagement

This is where governments present plans and options for implementation and review of the 2030 Agenda and receive feedback from stakeholders. The aim is to benefit from the experience and knowledge of stakeholders. Decision making authority remains entirely with the government.

May be Appropriate When:

- Clear plans exist, and there are a limited range of options for change.
- Governments want to improve their existing plans and are able to use the feedback to do so.
- Stakeholders can understand and relate to the plans and options.
- Governments are committed to providing feedback to stakeholders on how their input influenced the outcome.

May Not be Appropriate When:

- Plans have been finalized, and feedback cannot be incorporated.
- Clear plans do not already exist, and you are seeking a wide range of opinions.
- Stakeholders need to be mobilized and empowered for long-term engagement.



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Case Studies

KENYA

Kenya has established a national stakeholder platform to support implementation of the 2030 Agenda consisting of two levels: a level that is dedicated to overall strategic guidance on the 2030 Agenda, coupled with a second one for technical or thematic coordination, in which stakeholders are represented. The Ministry of Devolution and Planning is mandated to coordinate the implementation and monitoring of the SDGs. The SDGs Coordinating Department has been established within the Ministry, supported by an Inter-Agency Technical Committee (IATC), comprised of officers from key government ministries, departments, agencies, civil society organizations and the private sector. For ownership and ease of follow-up, entry points for the private sector, CSOs, sub-national governments, youth and persons with disabilities are typically their umbrella bodies, such as the Kenya Private Sector Alliance (KEPSA), SDGs Kenya Forum, the Council of Governors (CoG), National Youth Council, and the Association of Persons Living with Disabilities. ([2017 VNR Synthesis report](#)).

SRI LANKA

In Sri Lanka, the elaboration of the Voluntary National Review (VNR) was done through a multi-stakeholder engagement process, including Government, private sector, academia, development partners and CSOs including Volunteer Involving Organizations (VIOs). A Stakeholder Engagement Plan (SEP) was developed in line with the Public Participation Spectrum developed by the International Association for Public Participation (IAP2). The SEP included several multi-stakeholder consultative workshops to generate inputs for the preparation of the VNR. An online platform has been developed to engage all stakeholders in the SDG implementation. ([Sri Lanka Voluntary National Review 2018](#))





III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Four Levels of Stakeholder Engagement - When to Use

INVOLVE

Level of Stakeholder Engagement

This is where stakeholders are meaningfully engaged with governments in generating plans and options for implementation and review of the 2030 Agenda and carrying out actions based on decisions emerging from this input. Participation falls short of sharing formal decision-making authority.

May be Appropriate When:

- Governments need the expertise and contacts of stakeholders in order to effectively implement decisions.
- Governments are committed to incorporating inputs received into their decisions, and to providing feedback to stakeholders.
- Stakeholders have an active desire and demonstrate the capacity to be engaged in the 2030 Agenda implementation and review processes.

May Not be Appropriate When:

- Governments do not have the resources or the time to meaningfully engage stakeholders in implementation and review of the 2030 Agenda.
- Governments do not have the political space to meaningfully incorporate inputs from stakeholders.
- Stakeholders do not show willingness to be actively engaged in the implementation and review of the 2030 Agenda.



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Case Studies

GUATEMALA

In their VNR report, Guatemala noted the importance of consulting with children and youth and included a specific section under each goal dedicated to children and youth's perception and views about SDG-related challenges. In this context, Guatemala used U-report, a social messaging tool promoted by UNICEF. The first survey covered the theme of the SDGs in general, while the other six surveys integrated questions related to each of the SDGs under review. ([Guatemala Voluntary National Review 2017](#))

Saint Lucia

In April 2018, the Government of Saint Lucia embarked on an inclusive and strategic process to develop the country's Medium-Term Development Strategy (MTDS) 2019- 2022. The Prime Minister and his Cabinet produced outputs which formed the basis of the work programme of consultative economic and social Labs. The Labs, which functioned as idea incubators, facilitated interactive discussions between participants from 134 organizations representing the full spectrum of relevant stakeholders, from the public and private sectors, and civil society, and was conducted over the course of a month. They engaged in an iterative process of issue prioritization and the development of solutions based and actionable implementation programmes, with associated goals and targets around six Key Results Areas (KRAs). ([Saint Lucia Voluntary National Review 2019](#))



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Four Levels of Stakeholder Engagement - When to Use

COLLABORATE

Level of Stakeholder Engagement

This is where governments and stakeholders decide together on the implementation and review of the 2030 Agenda. It is long-term, complex and demanding, requiring resources.

May be Appropriate When:

- It is important that stakeholders feel ownership of the process of implementation and review of the 2030 Agenda. - There is an identifiable extra benefit to all parties from acting together.
- There is enough time and resources to make the collaboration meaningful.
- Governments and stakeholders demonstrate the political will, desire and commitment to develop a meaningful partnership around implementation and review of the 2030 Agenda.
- Governments recognize the need for stakeholders' advice and innovation to create the best solutions and are committed to shared decision-making processes.

May Not be Appropriate When:

- Time and resources are limited.
- Commitment is low – for example if government holds all the power (finance, resources) and plans to use the collaboration to impose solutions.
- Stakeholders don't have a long-term interest in carrying out identified solutions, they only want to be part of the decision-making processes.



III. Approaches and Tools for Strengthening Stakeholder Engagement for the SDGs (Cont.)

Case Study- Participatory Budgeting (PB) in Recife, Brazil

Recife is a progressive coastal city and state capital with a population of 1.2 million persons. In the events preceding the 1988 constitution, expectations and demands for practical change were high. In many parts of the country, progressive governments were elected at the municipal level but found themselves without the financial resources needed to meet these demands. Faithful to election platforms of openness, the incoming administrations decided to discuss priorities directly with local residents and initiated the process currently known as participatory budgeting.



Sources: City of Recife, Brazil, Participatory Budgeting, Bertelsmann Stiftung, 2011b Mainstreaming the 2030 Agenda for Sustainable Development: Reference Guide to UN Country Teams, UNDG, 2016



IV. Different Types of Engagement and Related Approaches for the 2030 Agenda

INFORM		
Purpose	To provide balanced, objective, accurate and consistent information to assist stakeholders to understand the follow up and review processes adopted for implementing the 2030 Agenda in a given country.	
Commitment	Government will regularly inform stakeholders about SDG prioritization, implementation plans, selected indicators and data collection.	
Approach & Key Elements	Approach	Key Elements
	1.1. Providing regular information to stakeholders about the implementation plans and the review process.	<ul style="list-style-type: none"> • Rather than promoting active participation of stakeholders, a Government simply wants stakeholders to understand what they are doing / planning. • Government shares information with stakeholders via email lists, conference calls, town hall meetings, newsletters, bulletins, websites, radio programmes and media channels.
Tools	<ul style="list-style-type: none"> • Fact sheets • Open houses • Newsletters, bulletins, circulars • Websites • Webinars • Radio • Newspapers and official media 	



IV. Different Types of Engagement and Related Approaches for the 2030 Agenda (Cont.)

CONSULT

Purpose

To obtain feedback from stakeholders about the 2030 Agenda implementation and follow-up and review, SDG prioritization, selected indicators, data collection and stakeholder engagement plans.

Commitment

Government will regularly inform stakeholders about the 2030 Agenda implementation and follow-up and review processes, listen to and acknowledge concerns, and provide feedback on how stakeholder input influenced the outcome.

Approach & Key Elements

Approach

2.1. Consultations with specific groups around specific proposals (Parliament, indigenous people, human rights institutions and other stakeholders).
2.2. Online public consultations or surveys on specific proposals for SDG implementation.
2.3. Townhall meeting to discuss specific proposals.
2.4. Considering existing research.

Key Elements

- Government has a clear idea of a policy direction or an implementation plan which it wants to ‘test’ with specific groups.
- Meaningful efforts are made to engage with marginalized communities
- Online and offline consultations are undertaken
- ‘test’ with a broad public.
- Web tools may be used
- ‘test’ with a broad public, going into a higher level of detail
- Government has either commissioned relevant research or uses relevant research as an input into its policies.

Tools

- Focus groups
- Surveys
- Internal and/or public meetings
- Webinars
- Social Media chats
- Web-based platforms for discussion and inputs
- **Radio**



IV. Different Types of Engagement and Related Approaches for the 2030 Agenda (Cont.)

INVOLVE

Purpose	To work directly with stakeholders throughout the implementation, follow up and review processes adopted for the 2030 Agenda to ensure that their concerns and needs are consistently understood and considered, and that their expertise is used effectively																			
Commitment	Government will meaningfully include stakeholders in the implementation, follow up and review processes for the 2030 Agenda to ensure that their concerns and needs are consistently understood and considered, and that their expertise is used effectively.																			
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IV. Different Types of Engagement and Related Approaches for the 2030 Agenda (Cont.)

COLLABORATE

Purpose

- To partner with stakeholders on decision making
- To ensure that stakeholders are equipped to actively contribute to developing and guiding processes

Commitment

- Government will seek and incorporate stakeholder recommendations
- Government will implement joint decisions with sufficient support for ongoing stakeholder roles

Approach & Key Elements

Approach

- 4.1. National SDG Coordination Committees / National Commissions on Sustainable Development with long term, meaningful participation of stakeholders
- 4.2. Government supported multi-stakeholder alliances / thematic working groups around specific SDGs
- 4.3. Engaging stakeholders in national development strategy process which aligns with the SDGs
- 4.4. Town hall meetings (as, for example, using the [21st Century Town Meeting methodology](#))
- 4.5 Engaging CSOs to collectively decide appropriate interventions in different parts of the country

Key Elements

- Government recognizes the need for meaningful and long-term engagement of stakeholders
 - at the coordination level
 - at the level of specific SDGs
 - in policy planning processes
- Funds may be made available to support the engagement of stakeholders
 - to support the engagement of stakeholders in such committees
 - to support the functioning of the alliances
- Committees may try to find innovative ways
- Documents and information are provided well in advance, translated where necessary
- Governments have strong levels of commitment to a participatory approach
- Government recognises and values stakeholders

Tools

- Guiding or advisory bodies
- Working groups –
- Joint planning and shared projects
- Standing or ad-hoc committees
- Facilitated consensus building and decision-making forums
- Training and capacity building to support joint action



IV. Different Types of Engagement and Related Approaches for the 2030 Agenda (Cont.)

Activities reported in VNR reports according to the Spectrum of Public Participation

Goals	Inform	Consult	Involve	Collaborate	Empower
Description	Provide public with balanced information to help them understand a problem and/or a solution	Obtain feedback from the public on analysis, alternatives or a decision	Work directly with the public to hear the concerns of the public	Partner with the public throughout the process and develop alternatives and to identify the preferred solution	Place the final decision in the hands of the public
Activities	Communication strategies; Conferences; Contests or festivals; General references to awareness raising; Media; Websites; Official speeches; Parliamentary discussions; Partnerships to raise awareness; School programs; Social media; Translation to local languages	<ul style="list-style-type: none"> • Consultation • meetings • Public comments • online • Public meetings • Surveys 	<ul style="list-style-type: none"> • Workshops • Engagement by governance mechanisms 	Non-state actors included in governance mechanisms (high level/working level; Other forms of participatory decision-making; Drafting VNR reports; Stakeholder forums; Electronic forums; Engagement with academia; Co-creation of SDG related resources	<ul style="list-style-type: none"> • Capacity development initiatives • Citizen councils • Efforts to create an enabling environment • Funding mechanisms
Aspect of Imp	<ul style="list-style-type: none"> • Awareness-raising • Partnerships • Follow-up and review 	<ul style="list-style-type: none"> • Nationalization • Localization • Follow-up and review 	<ul style="list-style-type: none"> • Institutional arrangements • Nationalization • Follow-up and review 	<ul style="list-style-type: none"> • Institutional arrangements • Partnership 	<ul style="list-style-type: none"> • Partnership • Localization

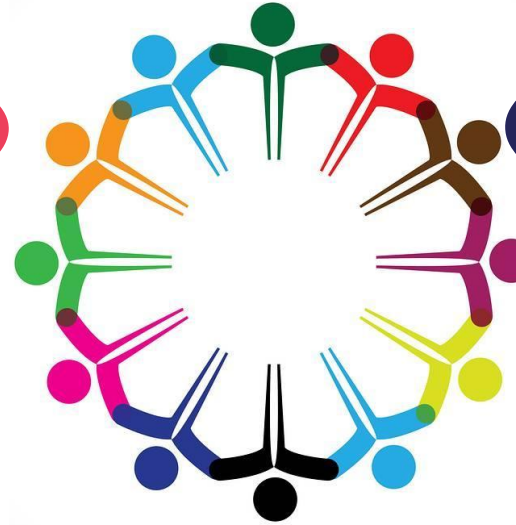
Source: [UN DESA Multi-stakeholder engagement in 2030 Agenda implementation: A review of VNR Reports \(2016-2019\)](#)



V. Setting Up a Stakeholder Engagement Plan

A stakeholder engagement plan can be used

- to frame the strategic purpose of consultations;
- set up a process to identify stakeholders to be consulted;
- techniques and methods for consultation; and
- how the consultation process will be documented



Consideration

- throughout the process as to how to support reporting by relevant stakeholders
- how those contributions will be reflected in public policies

Awareness raising efforts

encompass a range of activities such as simplifying and translating the SDGs into local languages and including the SDGs in school and university teaching programmes



V. Setting Up a Stakeholder Engagement Plan (Cont.)

Different components for a Stakeholder Engagement Strategy

1. Setting up a vision for stakeholder engagement

6. What are the planned outcomes, outputs and activities?

2. Justification for stakeholder engagement: who stands to gain what?

7. What resources are needed?

3. Who should be engaged?

8. Timeline

4. How should they be engaged?

9. Registering the process

5. What challenges are envisaged and how might these be overcome?

10. Evaluating the process



V. Setting Up a Stakeholder Engagement Plan (Cont.)

What mechanisms and platforms are available for stakeholders from civil society and the private sector to contribute to the implementation and follow up of the SDGs?

Who can participate? Are there umbrella bodies that can be consulted or is there a need to create targeted consultation processes in situations where no multi-stakeholder bodies or fora exist?



How does the government take into account the views of all stakeholders in developing its implementation plan for the 2030 agenda?

What partnerships, including with the private sector, have been put in place for implementation of the SDGs?



VI. Addressing Challenges in Strengthening Participation

1. STAKEHOLDERS ARE HARD TO REACH

Challenge	Potential Solution	
It is often difficult to reach the most marginalized groups.	<ul style="list-style-type: none"> Reach out through national networks Reach out via global / regional networks 	<ul style="list-style-type: none"> Identify the specific barrier solution Assign a member of staff
Most Major Groups are not organized at the national level	<ul style="list-style-type: none"> Consult with national networks Reach out directly to organizing partners 	<ul style="list-style-type: none"> Check the other networks active in areas related to SD
Who should participate?	<ul style="list-style-type: none"> Work with UN Country Teams Use stakeholder mapping tools 	<ul style="list-style-type: none"> Set quotas for participation of different stakeholders
Reticence to engage from specific stakeholder groups	<ul style="list-style-type: none"> Present a coherent engagement plan Assign a member of staff with specific responsibility 	<ul style="list-style-type: none"> Take the time to explain the importance of the 2030 Agenda at the national level
A lack of identity papers may prevent people experiencing poverty from participating.	<ul style="list-style-type: none"> This is a wider political issue, but this specific process could waive the requirement to have such papers 	



VI. Addressing Challenges in Strengthening Participation (Cont.)

2. ENGAGEMENT IS RESOURCE INTENSIVE

Challenge	Potential Solution
Meaningful engagement and participation are expensive and time consuming	<ul style="list-style-type: none"> • Make it easier for stakeholders to engage • Capacity building and awareness raising • Funds should be allocated for travel and accommodation • Setting up meetings or consultations outside of working hours
The linguistic needs of different communities often necessitate translation of documents and interpretation during meetings	<ul style="list-style-type: none"> • Allocate funds to translation and interpretation • Work with a member of the relevant stakeholder group who is able to interpret and translate for his / her community
Using diverse and conflicting input from stakeholders	<ul style="list-style-type: none"> • Think about what issues are relevant in advance of the meeting, and how to manage and respond to any ad hoc issues that are raised • Allow participants to vote on different proposals to ascertain levels of consensus
Engaging stakeholders from outside the capital, especially where transport or access is poor, is difficult and expensive.	<ul style="list-style-type: none"> • Recognize the need to do so and allocate resources accordingly • Organize local level participation



VI. Addressing Challenges in Strengthening Participation (Cont.)

3. Ensuring meaningful engagement & participation of stakeholders is difficult, and requires specific skills

Challenge	Potential Solution
Unclear SE purpose	- Define the purpose of the engagement in advance - Involve stakeholders in the definition
Deeper participation is possible	- Manage expectations from the beginning
Tokenistic can have negative effects	- Manage expectations- be clear - Ensure that decision makers commit in advance - Use all four levels of engagement - Provide feedback to stakeholder
Lack of skills	- Recruit staff who have direct experience - Organize training for existing staff members - During the planning stage, identify the skills available and the skills required
Lack of time	- Plan early - Design the SE process - Manage expectations from the beginning
Low literacy rates	- Do not rely on written documents only - Plan for discussions based on visual learning tools - Ensure an interpreter facilitates the discussion
Lack of training	- Bring in experienced facilitators - Need capacity building - Share all relevant documents
May get 'participation fatigue'	- Design and finance a long-term strategy - Early SE engagement - Provide regular feedback
Hard to know what stakeholders need	- Recognize the common challenges associated with participation - Carry out web-based research on the specific stakeholder - Send questionnaires to stakeholders in order to ascertain their needs - Host an introductory meeting to discuss stakeholder needs



VI. Addressing Challenges in Strengthening Participation (Cont.)

4. Mobilizing high-level political support for engagement of MGoS in the Review process can be challenging

Challenge

Decision makers (Ministers, senior civil servants) do not see the value of stakeholder engagement in the review processes, including VNRs

Potential Solution

- Make the case for stakeholder engagement clearly
- Present decision makers with a clear idea of how stakeholder engagement could work in the context of your country's SDG implementation
- Ensure they are aware of examples of other countries
- Ensure that the relevant decision makers are exposed to stakeholders who are able to demonstrate the value they could bring to the follow up and review process

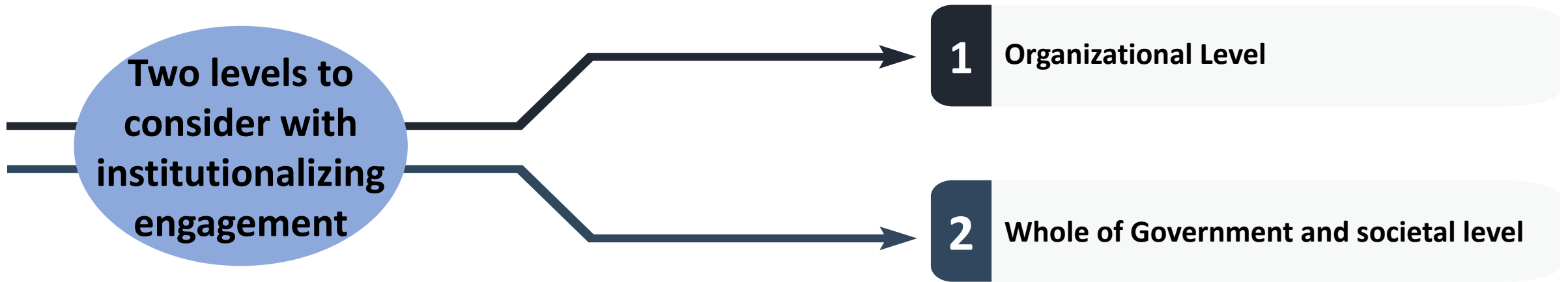
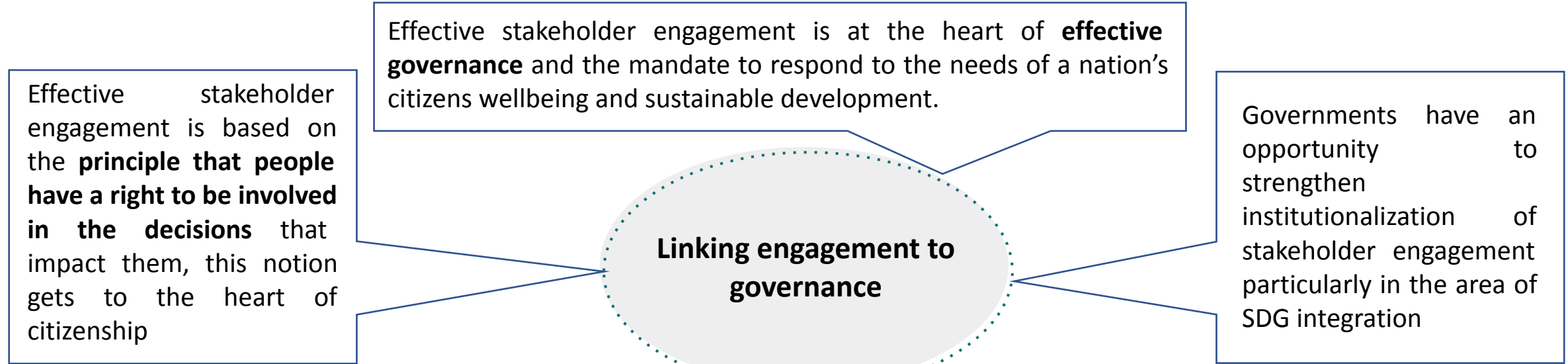


VII. Innovative Methods of Engagement





VIII. Institutionalization of Engagement





Lessons in Multi-Stakeholder Engagement for the 2030 Agenda

1

Plan to **engage**

2

Include **non-state actors** in institutional arrangements

3

Create **inclusive multi-stakeholder spaces**

4

Make **awareness-raising** ongoing

5

Continue to **consult on priorities**

6

Empower citizens to participate

7

Engage with **diverse groups**

8

Take targeted steps to **leave no one behind**

9

Recognize the expertise of others

10

Report on your experience and the experiences of others





IX. Key Takeaways

1 Support a whole-of-society approach to 2030 Agenda implementation by creating an enabling environment

2 Create space for collaboration within and across sectors through inclusion of non-state actors in formal governance arrangements as well as institutionalized and ad hoc multi-stakeholder engagement

3 Develop mechanisms to broker and strengthen multi-stakeholder partnerships, including through the provision of accessible finance and capacity development

4 Promote partnerships that contribute to the transformative elements of the 2030 Agenda

5 Take an inclusive approach to multi-stakeholder partnership by supporting partnerships with a variety of actors

6 Partner according to high standards

7 Government should ensure that the Public-Private-People-Partnership are underpinned by fundamental principle of governance, such as inclusive engagement, accountability and transparency



Let's Discuss!

What are the common challenges in institutionalizing engagement?

Any examples of institutionalization of stakeholder engagement? What worked and what didn't work?

Do your organization have a common understanding/expectation of the standards or quality of engagement?





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Annexes

Stakeholder Engagement Strategy

Budget Template

BUDGET LINE	ESTIMATED COST
Staff costs	
Sub total	
MEETING COSTS (COORDINATION COMMITTEES, MULTISTAKEHOLDER PARTNERSHIPS, WORKING GROUPS, ADVISORY COMMITTEES, TASK FORCES ETC)	
Meeting room hire	
Stakeholder travel	
Stakeholder accommodation	
Per diems, if appropriate	
Sub total	
TRANSLATION FOR INCLUSIVITY	
Translation of documents	
Interpretation at key meetings	
Sub total	
CONSULTATIONS	
Online consultation (website, google hangouts, survey monkeys, crowdsourcing)	
Offline consultation (feedback kiosks, pop-up consultations, house-to-house surveys, national consultations)	
Specific consultations with specific groups	
Sub total	
OTHER	
Stakeholder participation in delegation to HLPF 2017 (travel & accommodation)	
Stakeholder parallel review process, if appropriate	
General support to stakeholders to facilitate meaningful participation in the VNR process, if appropriate	
Sub total	
TOTAL	

Timeline Template

ACTIVITY / MONTH	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG-DEC
Stakeholder engagement strategy finalised									
Meetings (Coordination Committee, Advisory Committee, Task Force etc)									
Translations required									
Online consultation									
Offline consultation									
Decide on and organise stakeholder participation in country delegation to HLPF in New York									
VNR draft shared with stakeholders									
Feedback from stakeholders incorporated and VNR finalised.									
Stakeholder parallel review process publishes report									
VNR presented at HLPF in New York									
National Level Debriefing									



Stakeholder Mapping Template

Constituency	Organization	Contact Person (Phone, email, website, address)	Impact How much does Agenda 2030 implementation / review impact them? (Low / medium / high)	Capacity How much capacity do they currently have to participate in your stakeholder engagement programme (Low / medium / high)
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Major Groups				
Business and Industry				
Children and Youth				
Farmers				
Indigenous Peoples				
Local Governments				
NGOs				
Scientific and Technological Community				
Women				
Workers and Trade Unions				



Stakeholder Mapping Template

Constituency	Organization	Contact Person	Impact	Capacity
Other Stakeholders				
Academia and Think Tanks				
Faith groups				
Foundations				
LGBT				
Migrants				
Older persons				
Parliamentary Committees				
People experiencing poverty				
Persons with disabilities				
Social movements				
Socially excluded minorities				
Volunteer groups				
Workers in the informal sector				



United Nations

Department of
Economic and
Social Affairs



**Thank
you**