

Enhancing the role of Major Groups and Stakeholders in the implementation of UNEP's Programme of Work 2010-11

A paper by Stakeholder Forum for a Sustainable Future

Commissioned by UNEP Major Groups and Stakeholders Branch

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Introduction and Background

UNEP Medium Term Strategy 2010-13

- Includes biennial Programmes of Work 2010-11 and 2012-13
- Six Cross-cutting Thematic Priorities
 - Climate Change
 - Disasters and Conflict
 - Ecosystems Management
 - Environmental Governance
 - Harmful Substances and Hazardous Waste
 - Resource Efficiency – Sustainable Production and Consumption

Role of Major Groups and Stakeholders for UNEP

- Three pillars of Civil Society Engagement: Policy, Programmatic and Institutional
- Civil Society evolved to 9 Major Groups approach:
 - Children and Youth
 - NGOs
 - Science and Technology
 - Trade Unions
 - Indigenous People
 - Local Government
 - Business and Industry
 - Women
 - Farmers

Objectives

- To assess the strategic and institutional pre-requisites (including necessary tools, processes and resources) and recommend a framework for enhancing the role of Major Groups and Stakeholders in implementing the POW 2010-11
- To identify the kinds of partnerships with Major Groups and Stakeholders that will assist in implementing the Programme of Work
- To highlight examples of successful partnerships with Major Groups and Stakeholders in order to support the above
- To map Major Groups organisations that are accredited to UNEP according to the six thematic priority areas (please see Stakeholder Forum website)

ALSO: Identifying role of Major Groups and Stakeholders Branch where appropriate

Methodology and Definitions

- Predominantly qualitative research
- Interviews with UNEP staff across Divisions
- Consultations and feedback from Major Groups representatives at all Regional Consultation Meetings
- Reflects *perceptions* of what is necessary
- Recommendations not necessarily views of UNEP or MGSB
- Partnership – working with external organization representing MG or stakeholder to implement part of POW 2010-11

Findings and Recommendations

Knowledge Management and Internal Communication

Points Raised

- No existing knowledge-management system recording all partnerships with Major Groups and Stakeholders for implementation
- Lack of coherence and possible duplication
- Reducing impact of working with Major Groups and Stakeholders

Recommendations:

- Internal knowledge-management system including database of implementing partners according to Major Groups.
- Interactive intranet to encourage communication and lesson-learning

Working with Major Groups and stakeholders for External Communication of UNEP's work

Points Raised

- Valuable UNEP research and toolkits lacking channels for wider dissemination
- Lack of UNEP country presence
- POW 2010-11 emphasis on national governments prioritising strategies in the 6 sub-programme areas
- Major Groups and Stakeholders integral to putting pressure on national governments to deliver
- Lack of tailored messages to Major Groups who can disseminate/ advocate accordingly

Recommendations:

- Develop partnerships at Programmatic Concept stage with Major Groups and Stakeholders for dissemination of information
- Tailor messages from publications and toolkits to Major Groups
- Explore model of National Committees in other countries
- Enhance relationships with educational institutions to enhance access to Children and Youth

Forming strategic partnerships with Major Groups and Stakeholders

Points Raised

- Hundreds of unco-ordinated partnerships with Major Groups and stakeholders not fitting into coherent vision
- Different UNEP Divisions working with same Major Groups reps, yet unaware of each other's existence
- UNEP overall impact weakened as implementation with Major Groups and Stakeholders not planned strategically

Recommendations

- *UNEP* should establish strategic partnerships with key Major Groups and Stakeholders at a Sub-Programmatic level, providing the over-arching direction for projects and activities.
- Strategic implementing partners must contribute to policy and governance discussions to share lessons learned

Enhancing Major Groups and stakeholder involvement in Project preparation on a country level

Points Raised

- Many UNEP staff unfamiliar with Major Groups approach
- Role of all Major Groups not always considered at a country-level
- Lack of access to sectoral/Major Groups stakeholders – not always reaching beyond environmental NGOs
- In some developing countries there exist fewer opportunities for Major Groups involvement – different structures of civil society, different levels of access

Recommendations

- Mainstreaming of Major Groups approach in country implementation
- Robust stakeholder mapping on a country-level with a Major Groups focus
- Inclusion of Regional Offices in identification of relevant regional Major Groups implementers
- Build capacity of more marginalised Major Groups in developing countries – act as a broker between NGOs, CSOs and government

Developing Partnerships with a diverse range of Major Groups and Stakeholders

Points Raised

- Certain Major Groups represented more heavily than others
- Indigenous People, Farmers and Trade Unions less represented across the board, despite positive developments in engagement
- Fewer relationships with Development NGOs

Recommendations

- Adopting Major Groups approach at Programmatic Concept stage and country level will help to increase representation across the board
- Examples include: Involving farmers associations in dialogue on sustainable agriculture; increasing Trade Union involvement in Resource Efficiency; Increasing Indigenous People representation in REDD; expanding partnerships with Consumer Groups;
- Expand relationships with Development NGOs

Making engagement with Major Groups and Stakeholders more relevant to Programmatic Implementation

Points Raised

- Fragmentation between engagement on policy and implementation level
- Voices of implementers not always heard at a strategic level
- Lessons from implementation not always communicated
- Technical expertise sometimes lacking at consultation level

Recommendations

- Co-ordinate Annual Meetings of Strategic implementing partners to share lessons learned
- Identify Major Groups representatives with necessary expertise in thematic sub-programmes to contribute to consultations
- Co-ordinate meetings with relevant experts in each of the Sub-Programmes
- MGSB to collect data of Major Groups implementing partners across sub-programmes to ensure they are represented at consultations.

The Role of Multi-stakeholder Partnerships

Points Raised

- UNEP adds significant value as ‘convenor’ of multi-stakeholder partnerships
- Current UNEP MOUs do not accommodate this kind of approach

Recommendations

- Review UNEP MOU arrangements
- UNEP to build on its role as convenor and broker, at the interface between stakeholder groups and policy-makers
- Expand multi-stakeholder partnerships in sub-programmatic areas to enhance knowledge-sharing

Generating Ownership and Providing Guidelines for working with different Major Groups

Points Raised

- Sometimes imbalance between Major Groups and UNEP in implementation e.g. financial rewards, effort vs exposure etc
- No existing guidelines for establishing partnerships with most Major Groups and Stakeholders for implementation
- Existing guidelines for working with business not widely known about or available

Recommendations

- Lasting and durable partnerships with Major Groups and Stakeholders to deliver the POW require financial support. If money is not available, joint fundraising strategies should be established
- Existing guidelines should be disseminated more widely
- Support should be provided, possibly by MGSB, for UNEP staff seeking to work with Major Groups but unfamiliar with who to approach.
- Guidelines for working with each Major Group should be produced in consultation with UNEP staff and Major Groups as part of mainstreaming the Major Groups approach in implementation.

Thank you!

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