PARTNERSHIPS

BUILDING PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT APRIL 2003

Sustainable Development Partnerships In the Follow-up to Johannesburg

Suggestions for Effective Mechanisms at the Regional and International Level

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INTRODUCTION

This paper aims to address a few aspects relating to partnerships for sustainable development and the follow-up to the Johannesburg World Summit on Sustainable Development. It will also provide suggestions for integrating the multi-stakeholder partnership approach into specific activities such as the Regional and Global Implementation Fora.

We are drawing on several sources: Stakeholder Forum's survey of stakeholders views on the future of the CSD ('SF survey'); Stakeholder Forum's experiences with initiating partnerships and its ongoing work to support them, particularly in relation to the outcomes of the "Implementation Conference: Stakeholder Action for Our Common Future", held in Johannesburg in August 2002 (www.earthsummit2002.org/ic); the development of the International Award Scheme for Sustainable Development Partnerships, undertaken by UNEP DTIE, IUCN, and Stakeholder Forum, with support from the German Federal Ministry of Environment; and consultations with initiatives that aim to support partnerships and initiate new ones.

Issues of stakeholder participation cover a broad range of questions relevant to CSD. On the one hand, there is **participation in decision-making**, which aims to improve the quality of decisions through including more perspectives, knowledge and experiences than governments alone can provide. Over the past decade, the CSD has provided a progressive and practical laboratory for stakeholder participation mechanisms in a complex, multi-stakeholder setting. Its successes have been significant. However, as the UN Secretary General pointed out in his report to the Johannesburg Summit, there is room for improvement, particularly as regards the multi-stakeholder dialogues and their connection to deliberations and negotiations as well as the representation of women in general and civil society from developing countries. On the other hand, there is **participation in stakeholder action** – or, better even: *collaborative* stakeholder action, or "partnerships for sustainable development" – **for the purpose of achieving implementation** at a scale and of a quality that cannot be achieved by governments and international agencies alone. This paper is focusing on the latter.

PARTNERSHIPS FOR S.D.

Terminology

"**Partnerships":** the term used to indicate initiatives by groups of stakeholders, including governments and agencies or not, that aim to contribute to the implementation of sustainable development agreements. Many were launched at the WSSD; many were registered with the Summit Secretariat on the basis of the Bali Guiding Principles, which, however, have no formal status to date.

"**Type II outcomes":** initially the WSSD Secretariat suggested "initiatives and partnerships" that further the implementation of Agenda 21 to be included formally as outcomes of the WSSD (December 2001). This led to a number of discussions during the preparatory process, when Bureau Vice Chairs Jan Kara and Diane Quarless developed the "Bali Guiding Principles" for partnerships. Along the way, the focus shifted to "partnerships" instead if "initiatives and partnerships". The former could have included individual country actions towards particular targets. The Type II outcomes were never formally adopted – but referred to as a useful contribution and as part of CSD's remit for the future – in the Johannesburg Plan of Implementation (JPoI) . Hence, the term seems rather obsolete. However, many people use it to refer to the specific group of partnerships that were recognised by the Summit Secretariat and, since then, UN DESA.

"Coalitions of the willing": a term originally introduced by the US government, referring to all kinds of initiatives and partnerships that go beyond consensus agreements and represent actions by groups of governments and/or stakeholders.

"Collaborative / joint stakeholder action": A term used by Stakeholder Forum for its "Implementation Conference" to indicate a stakeholder-driven approach to agreements on joint action that contribute to the implementation of sustainable development agreements.

The Role of Partnerships

It has been pointed out numerous times that partnerships are but *one strategy*, *one part of the effort* of implementing sustainable development, based, every time on careful analysis of the problems and strategic options at hand . Potential lengthy discussions about the size of that part of the overall effort should be avoided in favour of an empirical approach: Appropriate analysis of regular reports, based on common guidelines that take into account which goal or target a partnership is supposed to contribute to, will enable us over the coming years to come to a valid baseline assessment.

In his report, the UN Secretary General charges CSD to 'clarify a number of issues relating to partnerships, such as the applicability of the Guiding Principles, reporting mechanisms, interaction with national level processes and funding issues, keeping in mind that a flexible approach is desirable in order to encourage further partnerships and to allow for creativity' (Para 89).

Partnerships for sustainable development certainly form a key outcome of WSSD. The Summit process has brought a movement to the fore – a stakeholder-driven, political movement for sustainable development.

The Desired Nature of Partnerships

The Bali Guiding Principles reflect the informal consensus at the time about what partnerships should generally look like and what criteria should be applied when registering them for the WSSD process. They can be summarised as follows:

Objective of partnerships linked with globally agreed outcomes: complementing, contributing to and reinforcing the implementation of the outcomes of the intergovernmental negotiations of the WSSD, the further implementation of Agenda 21 and the Millennium Development Goals.

Voluntary nature/respect for fundamental principles and values: voluntary, 'self-organising' nature; based on mutual respect and shared responsibility of the partners involved;

Integrated approach to sustainable development: integrating the economic, social and environmental dimensions of sustainable development in their design and implementation; being consistent with sustainable development strategies and poverty reduction strategies;

Multi-stakeholder approach: having a multi-stakeholder approach and preferably involve a range of significant actors in a given area of work; involving all partners from an early stage but be open to others to join;

Transparency and accountability: being developed and implemented in an open and transparent manner and in good faith to allow ownership and equal accountability, including with regard to monitoring and reviewing their performance (publicised self-reporting);

Tangible Results: defining intended outcome and benefits; having clear objectives and setting specific measurable targets and timeframes, committed to by all partners;

Funding arrangements: identifying available and/or expected sources of funding;

New/value added partnerships: being new partnerships or adding significant value to existing ones;

Local involvement and international impact: combining a bottom-up approach with being international in their impact;

Follow-up process: keeping the CSD informed about their activities and progress in achieving their targets; CSD to be a focal point, including sharing lessons learnt, progress made and best practices.

Opportunities and Risks Relating to Partnerships

Since the Summit preparatory process, the promotion of partnerships for sustainable development has both been welcomed and criticised. Among others, the following opportunities and risks of the promotion of partnerships have been discussed:

Risks

Weakening the multi-lateral system: Supporting the partnership approach can undermine the multi-lateral process of consensus building as it offers an easier way out of difficult negotiations. While consensus might not always be necessary to achieve a particular, concrete sustainable development goal, the United Nations and its processes are meant to further consensus-building among Member States and other participants, and should not divert from that fundamental purpose. Hence, partnerships must be clearly linked to existing agreements and monitoring them should be linked to monitoring of progress towards agreed targets and goals.

However, it is a common misperception that *power* (in its original sense of the *capability to take action*) is a finite resource. Action can be expanded, and the amount of power going into the right actions can be multiplied, given the necessary political will. Partnerships can indeed be *added* to the number of efforts for implementation.

Governmental responsibility & corporate influence: The partnership approach emphasises the contributions of non-governmental stakeholders, and, in many cases, the contributions of the private sector. This has for many actors created the impression that promoting partnerships allows governments to decrease their own responsibilities in realising sustainable development. It has also

given rise to concerns about undue influence of private corporations at the UN. Hence, many stakeholders and governments emphasise the complementary role of partnerships in implementation and the need for monitoring and reporting.

Wasting resources: The question remains if partnerships actually deliver change effectively and efficiently. This can only be assessed through proper monitoring over time. Also, due to the attention given to partnerships at this point, there is a risk that some will be created even when a single stakeholder organisation or government or international agency could in fact be more effective acting on its own. The same applies to the requirement of being "multi-stakeholder", as stated in the Bali Guiding Principles: Involving different stakeholders is not always the most effective way to implementation. Creating multi-stakeholder partnerships for the sake of it is not useful. They cost time and resources, both of which we have none to waste. Transparency in reporting achievements is necessary.

Inequitable access to resources: There are significant differences in resources available to partners or potential partners. Those without adequate resources will inevitably find it difficult to initiate partnerships that reflect their needs and concerns. This can lead to a biased representation of what actions are most necessary within the whole group of partnerships.

Power gaps: In many cases, partners are not equally powerful. While the Bali Guiding Principles emphasise the need for equity between partners, the common lack of appropriate tools to deal with power gaps leaves many partnerships at risk to be run inequitably and failing to benefit from the full contributions of all partners. The same applies to different bases of power – e.g. financial resources vs. high moral ground – which pose challenges to partners that they need to address within their process.

Lack of support mechanisms: Emerging evidence from informal interactions with many partnerships, be they registered by DESA or not, shows that many of the newly initiated partnerships need support to make them work. We are not only referring to financial resources that many are seeking. Multi-stakeholder partnerships also represent a complex social setting that is not easy to master, and new to many players.

Top-down and bottom-up: A principal dilemma that arises from the promotion of partnerships is a classical conflict of top-down and bottom-up approach: One the one hand, we need to recognise and thus strengthen the leadership of governments and the international community via focusing our efforts on the international agreements and their implementation. On the other hand, we need to make every effort to encourage people to make their own, unique contribution, based on their analysis of their situation, their priorities, and heir assessment of their own capabilities.

Opportunities

Quality & effectiveness: Partnerships for sustainable development are not new but were brought to the fore in the WSSD process. They can indeed initiate and enable effective collaboration because they, ideally, bring together a wider range of knowledge, perspectives and capabilities. They also initiate the interaction of a diverse group of people, which is conducive to human creativity. Thus, they can deliver improved strategies for implementation.

Learning: Sustainable development is a complex concept, and its implementation a complex undertaking. It requires contributions from all stakeholders. People learn from documents, from individual experiences, from interaction with others and from working with others. Partnerships, be they successful or not, provide an interactive learning environment within and - if they need to report to other bodies - without. As such, they add learning opportunities for all involved. If CSD can successfully gather the experiences gained in the partnerships, then we have access to a body of knowledge that cannot be otherwise obtained but might turn out to be crucial for successful implementation.

Problems to be addressed: Partnerships can tackle problems that cannot be effectively addressed otherwise or where an individual body cannot act alone at all. For example, for private sector investments in developing countries that affect local communities to be sustainable, they need to be developed in partnership among investors, communities, unions, local and higher level government, as appropriate. Sometimes, one needs additionally to involve organisations that can act as honest brokers of agreements. Another example is awareness raising – a campaign on sustainable consumption, being run by a government, a private sector association and a network of NGOs, will be far more effective than a marketing campaign by any of the players acting alone.

Higher ambitions: Partnerships and their recognition by the UN offer an opportunity for groups of actors to publicly announce ambitions that go beyond the international agreements. While this is related to the risk of weakening the multi-lateral system, it can also be used to gradually increase the level of international commitments, if leading bodies demonstrably succeed in achieving the targets they have set themselves.

A focus on people: The summit process and its call for Type II outcomes has generated a pool of way over 400 partnerships that have been launched at the Summit or since then been submitted to the Secretariat. If we assume that each of those partnerships involve two or more partners, some of them over 10, then we arrive at a figure of somewhere over one thousand organisations (and individuals representing them) who have responded to the call for partnerships, and put effort into developing them. The WSSD follow-up process should positively recognise those efforts. We should also not underestimate the respect that people around the world have for the United Nations. Citizens value the UN, and many are inspired by being connected with a UN activity, and see their, even tiny, contributions to change in the context of the "big picture" of the vision and agreements of the international community. Recognising partnerships for sustainable development can help harnessing this commitment.

Good governance and the development of democracy: Partnerships for sustainable development are a mechanism that creates opportunities for participation at all levels. As such, they have a potential for empowerment that, ideally, can attract all stakeholders and all citizens. Because such participation, by the very nature of partnerships for implementation, is active and creative, it can harness human and other resources that are simply not accessible otherwise.

Culture change: The notion of good governance relates to the opportunities for culture change that are inherent in the partnership approach – if they can be made successful in the delivery of implementation. For example, partnerships need to develop more equal footing among partners to actually work, in every case. Considering that these are groups of governments, agencies, and stakeholders of high diversity, partnerships actually provide learning opportunities where people have to interact in a different way. Thus, they can breed a culture of consultation without brushing over differences, consensus-building without coercion, transparency, accountability, stakeholder responsibility, attention to people (rather than documents and institutions), respect for differences, and unity in diversity. If they culminate in successful, joint delivery of a practical task, they can be considered as an ideal mechanism for overcoming prejudice and stereotypical perception and behaviour.

Improved policy-making: If an effective learning and knowledge building system can be put in place that includes partnerships and the official review and policy making processes, then a cycle of policy improvement, based on real experiences, can be effected.

Potential for additional resources: Many actors have repeatedly pointed out that governments and agencies will best demonstrate their commitment to the implementation of the JPoI and the Millennium Development Goals via the various strategies that they promote, i.e. (inter)governmental efforts *and* partnerships, by making available additional resources for partnership efforts, and not by re-channelling existing resources to partnerships.

Processes

PARTNERSHIP RELATED ACTIVITES WITHIN THE WSSD

Principally, it will be crucial to involve official bodies at all levels who have a role and a mandate in implementing sustainable development - local government, sub-national / regional government; national government; regional institutions; international institutions. There are a number of activities that such bodies should engage in, linked with processes and structures such as Local Agenda 21s and National Commissions for Sustainable Development.

Partnership related activities at CSD

CSD should initiate positive action to expand the nature and the productivity of all partnerships for sustainability, including the partnerships referenced in the Johannesburg Plan of Implementation. As pointed out above, the large number of existing partnerships, including the ones registered with the WSSD process, represent an even larger number of partners involved – who have demonstrated their energy, creativity, enthusiasm and readiness for action. CSD should aim to nurture, guide, learn from, build on, and encourage multiplying the commitment that is embodied in the partnerships.

Nurturing partnerships: Supporting partnerships is necessary to help them succeed. The kinds of support that CSD could offer include:

- Recognition and providing space for recognition: recognising good practice is an important tool to encourage actors and to promote solutions that actually work;
- Learning Centre: current efforts should be expanded and built on, involving more groups of educators and practitioners, and offering real opportunities for study, exchange, and practical training; and
- Partnerships Fair: further experimenting will be required to find the best set-up for this innovative activity. For example, the fair should not simply run in parallel in one room, and should not be limited to negotiating hours.

All of the above will need to be run so as to not draw attention, energy and resources away from the official processes. These activities are meant to strengthen the multi-lateral structure by adding value, not by diverting efforts away from it.

- Resources for participation: Significant support, including technical, capacity building, information and financial, should be provided to help major groups, especially women, youth, Indigenous Peoples, to participate effectively in the partnership discussions, reporting and implementation processes. A major group trust fund might be used for this purpose.

Guiding partnerships: The SG's Report suggests that the Bali Guiding Principles should be assessed for applicability as a "filter" mechanism for partnerships, whilst retaining flexibility. Progress reporting should be supported by the guidelines.

Learning about and from partnerships: Consistent **monitoring** of the results of partnerships, as an integral component of the CSD's mandate to monitor and assess progress toward sustainability, could help establish the necessary baseline for assessment of the effectiveness of partnerships. Therefore, a user-friendly, focused **reporting** framework should be developed. It should be voluntary and supported by guidelines, where the basic "rules of the game" are established. It could include biennial reports to be used to produce an overview report on the progress of the partnerships every two years. This process should be built up through national and regional clustering and thematic clustering (according to the issues of the future CSD work programme), to be reviewed at the Regional Implementation Fora, and be further built up towards the cycle of Global Implementation Fora. Thus, an Implementation up-date could be provided in the CSD policy sessions.

Review of partnership initiatives need to actively involve representatives of all stakeholders, both as partners and as analysists/ observers. This should also include the open review of reporting formats.

In general, there is a balance to be struck: On the one hand, the Regional and Global Implementation Fora linked to the CSD process need as much information as possible to build knowledge for a baseline assessment if partnerships work and what their actual net contribution is. However, reporting requirements can indeed suffocate partnership activities, for example, if fulfilling them costs an undue percentage of a partnership's budget. On the other hand, insufficient reporting requirements will not only leave us all in the dark about partnerships' contributions, it will also undermine the credibility of partnerships and the bodies dealing with them, including CSD. Transparency and accountability are demonstrated through adequate reporting.

Regular reporting encourages those engaged in partnerships to regularly review what and how they are doing. In many cases, reporting requirements will provide a necessary "push" for communication and consensus building. If reporting includes, for example, questions regarding power gaps (if they exist, how they are being addressed), risk sharing (rather than risk shifting), plus indicators for progress as agreed by the partners and in line with international targets and goals, then the partners will need to address these issues within their group.

Building on successes and failures: CSD and related Regional and Global Implementation Fora should initiate and facilitate effective knowledge management strategies that allow participants to synthesize data and information into knowledge and actionable recommendations. Collaboration with research organisations should be encouraged to further knowledge building. Knowledge management exercises need to be part of the reporting and monitoring framework and be undertaken jointly by stakeholders and governments.

One example would be an international workshop on the needs and practice regarding pre-financing resources available to sustainable development programmes. There are valuable experiences being gained in some sectors, at different levels and in different regions of the world, that could benefit similar efforts in other sectors if knowledge is properly built and shared.

In relation to the suggestions above, CSD should also consider how to provide useful fora for those who implement partnerships or are interested in doing so. We have heard many times the desire to welcome at CSD stakeholder representatives who are engaged in actual implementation efforts. Attention should be given to creating incentives for such a new range of participants – i.e. *practitioners* and *implementers* to invest their time and resources to come to the meetings.

To realise the potential of CSD to provide a useful forum for the above mentioned purposes will depend on its ability to convene **different kinds of meetings**: In the context of partnerships, we need an approach that is different from the document-focused setting of negotiation used by governments in UN fora. It needs to be truly interactive, trust building and dynamic.

For example, if we want to initiate processes of joint learning, including from barriers encountered and failures suffered, then we need a people- and outcome-focused approach to meetings. Such meeting formats include: small groups; professionally facilitated; focused on small, defined clusters of implementation activities; convened in focused learning exercises that produce concrete, implementable recommendations; allowing enough time for networking and relationship-building. Discussions can be captured in brief reports or bullet points.

This may pose dilemmata to CSD. For example: Within the UN, there is clearly a desire to hold controllable meetings with predictable outcomes vs. a need to trust in people, the productive dynamics of their interaction, and their commitment to make a contribution. In some cases, it will be best to allow others – or groups of others – to convene such meetings instead of a UN body.

OTHER P'SHIP ACTIVITES

- **Stakeholders and groups of stakeholders, governments and agencies, have a crucial role to play to make the partnership approach successful and help us all to arrive at a viable baseline assessment of their potential and their real contributions. There is a real need for partnership support services as many partnerships encounter problems in actually getting into implementation. It is important to support the partnerships to deliver in the current early testing stages – more important even than to breed new ones. Services that would be useful include:**

- helping to develop simple proper business plans to enable sponsors and fund providers to appropriately judge the merits of proposals;
- providing links with professional sustainable development facilitators in the country / region;
- providing help with designing effective processes;
- helping build networks of initiatives similar in theme, scope and/ or approach;
- knowledge building and management, including through local level exchange programmes and collaboration with researchers;
- providing information about possible funding sources, helping accessing them;
- providing advice on workable governance structures and other design features;
- providing guidance on how to address power gaps within partnerships; and
- helping (groups of) initiatives feed their experiences into policy-making processes.

It will be important to use CSD11 as an opportunity to map out existing and planned initiatives that aim to support partnerships, by helping existing ones to succeed, and/or helping to initiate new ones. Examples include:

- The Equator Initiative, with a focus on local community partnerships, biodiversity, the equatorial belt, and network and knowledge building;
- The International Award Scheme for Sustainable Development Partnerships that is being developed by UNEP, IUCN, and Stakeholder Forum, with support from the German Federal Ministry for Environment. The planned biennial award will promote partnerships that demonstrate the integration of the environmental, social and economic pillars of sustainable development; involve financial and other investments in developing countries by all partners; and demonstrate the capability for replication or upscaling;
- The Centre for the Advancement of Sustainable Development Partnerships (CASDP), part of which is an Internet platform for partnerships, and other tools to help partnerships succeed
- The emerging Global Coalition for Sustainable Investments by WBCSD and IUCN, supporting an enabling environment for foreign direct investment;
- "Chapter 41", an initiative to further practical stakeholder contributions to good governance, which was convened by IUCN, USCIB, WRI, Stakeholder Forum and others during the Summit preparatory process; and
- The Implementation Conference Africa programme (see below) that aims to build capacity for partnerships for sustainable development, strengthen and build on existing efforts and initiating new ones, drawing in a wide range of actors, and linked to the African Regional Implementation Forum.

It will be important to achieve complementarity and collaboration among these initiatives. The groups involved have been discussing this and will use CSD11 to increase their networking and collaborative arrangements. It will also be important to ensure linkages and feedback between the official process and such partnerships support activities.

EXAMPLES

Partnerships and the Regional & Global Implementation Fora

Introduction

The Plan of Implementation and the SG's Report encourage strengthened focus and co-operation at the regional level "Regional Economic Commissions are encouraged to promote and assess partnerships in their regions" (Para 58). It has been suggested to integrate a biennial cycle of Regional and Global Implementation Fora into the CSD related WSSD follow-up. The idea is that the UN Secretariat - jointly with the Secretariats of the UN Regional Commissions, and in co-operation with UNDP, UNEP and other international and regional organisations - would organise, every two years, a CSD Regional Implementation Forum (RIF) in each region that would include: policy dialogue and development; national and sub-regional presentations; identification of indicators for monitoring regional progress; review of regional follow-up; identify regional priorities; and co-ordinate other regional bodies.

We are suggesting to integrate multi-stakeholder components into the RIFs:

- via multi-stakeholder dialogues as integral parts of the review and policy discussions; and
- via processes aiming to strengthen and broaden existing partnerships and initiate new ones where gaps have been identified and actors are willing to join forces.

In other words, the proposed CSD Regional Implementation Forums should mirror and go beyond the participatory practices of the CSD and the WSSD. This requires strengthening major groups networks at the national and regional level (or creating networks if they do not yet exist), along with strengthening national consultative processes involving representatives of government and major groups.

Two year cycles beginning in 2005 with regional meetings leading to a Global Implementation Forum (GIF) in May/June 2005, with subsequent GIFs in 2007, 2009, and so on. Global Implementation Fora would initiate consideration of issues in a range of fora leading to CSD Policy Sessions on these issues, approximately two years later (the May/June 2005 GIF leads to the CSD Policy Session in February/March of 2007).

Proposed Action

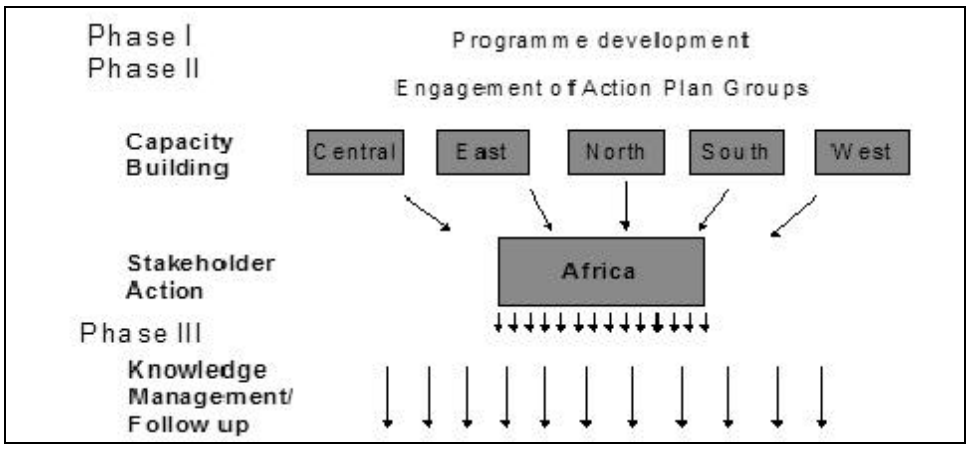
We would like to illustrate how a multi-stakeholder partnership process could work as an integrated component of the RIFs: The Government of Ghana, together with Stakeholder Forum and other regional and national level partners, such as UNECA, AU, UNEP, governments and stakeholders are currently developing a programme called "Implementation Conference Africa – Stakeholder Action Partnerships for Sustainable Development in Africa" . The basic process is modelled after Stakeholder Forum's "Implementation Conference: Stakeholder Action for Our Common Future" (www.earthsummit2002.org/ic)., but modified based on experiences and the expressed needs and interests of governments, stakeholders, and agencies in the region.

The Implementation Conference Africa programme is intended to contribute to the realisation of the Millennium Development Goals and the targets set in the Johannesburg Plan of Implementation. Objectives of the Implementation Conference Africa programme

include:

- **Empower stakeholders** to fulfil their role in sustainable development policy making and implementation;
- **Strengthen the capacity of African stakeholders** to contribute through collaboration to the effective and responsive implementation of the outcomes of the Johannesburg Summit and Millennium Development Goals;
- Bring together stakeholders from different backgrounds to take stock of existing implementation activities and their strengths and weaknesses, identify gaps, and develop and commit to **concrete, agreed and owned collaborative action plans** aimed at implementing a common agenda for the region's sustainable development, building on and strengthening existing initiatives and initiating new ones;
- Promote **exchange of information and knowledge** among stakeholders engaged in partnerships for sustainable development; and
- **Promote and strengthen intra-regional networking between stakeholders.**

The programme follows a phased approach:



The programme begins with a consultative process of programme development among the partner organisations and relevant stakeholders, forming a Programme Advisory Board. This will also include jointly developing the content and methodologies of the capacity building programme, that then leads into the practice of partnership building by initiating multi-stakeholder groupings that create joint action plans. Follow-up and knowledge building forms an integral part of the exercise to continue to monitor the partnerships and help them succeed.

The issues to be addressed will be identified by combining a top-down and a bottom-up approach: On the one hand, taking the lead from the international agreements and the priorities set in the international process (such as by CSD11), on the other hand, stakeholders identifying what is most urgently relevant in their countries and their region. In order to define very concrete, specific examples, the partners will endeavour to address cross-sectoral issues such as poverty, consumption, good governance, or conflict resolution, within the sectoral issues – for example: using joint efforts addressing water problems to build peace between conflicting communities.

Implications

We suggest that such a process could form the multi-stakeholder, implementation-oriented component of any RIF (and, subsequently, GIFs). Hence, RIFs could be run as follows:

- co-ordinated by the respective UN Regional Commission, in close exchange with UN DESA and other Regional Commissions;
- advised by a multi-stakeholder Advisory Board of experts and actors in the region;
- applying effective process design so as to deliver:
    - national and regional reporting on time;
    - adequate stock-taking of ongoing activities and their strengths and weaknesses;
    - identification of gaps;
    - engagement of all stakeholders;

Phase	
I	**Programme Development** ▪ Securing the key partners (including funders) to make this programme a reality ▪ Consultation on capacity building issues to be addressed and the main areas for stakeholder collaboration
II II a II b	**Stakeholder Action for Sustainable Development in Africa** **a) Capacity Building** Five Capacity Building Workshops for effective stakeholder collaboration **b) Initiating Stakeholder Action** Structured process leading to the identification and development of **25 new or strengthened collaborative stakeholder action plans/partnerships.**
	Sub-region
	▪ West Africa (Ghana) ▪ Southern Africa (Zambia) ▪ East Africa (Kenya) ▪ Central Africa (Cameroon) ▪ North Africa (Morocco)
II c	**c) Implementation Conference** Phase II culminates in a **4 day Implementation Conference** for the **500** stakeholders involved in the Action Plans. With the aid of 25 professional facilitators the Action Plans are finalised and commitment made
III	**Knowledge Management and Follow up** ▪ Advise on governance structures for partnership activities ▪ Develop fund raising strategies, proposals, work programmes, business plans, and budgets, as necessary ▪ Support agreed collaborative stakeholder actions to initiate & carry out implementation

- culminating in an event that runs action plan groups in parallel, allowing for the dynamics of inspiration, mutual encouragement (or even competition) and determination to get results being harnessed effectively;
- including a "financing event" with donors and investors where agreed action plans can be presented
- with sufficient financial and human resources; and
- adequate follow-up processes of support for existing and new initiatives.

Conclusions:

The CSD will continually need to bear in mind that implementation is about *action*. This action needs to be monitored and reviewed but first it needs to be taken. The constructive proposal to initiate Regional Implementation Fora as a component of the CSD two-year cycle is to be welcomed. Such Fora should not be limited to reviews alone however. The SG's report encourages the Regional Economic Commissions to promote partnerships in their respective regions. This should manifest itself through including as part of the Regional Implementation Forum process, a multi-stakeholder component that not only identifies gaps but also develops and commits to solutions designed to fill those gaps.

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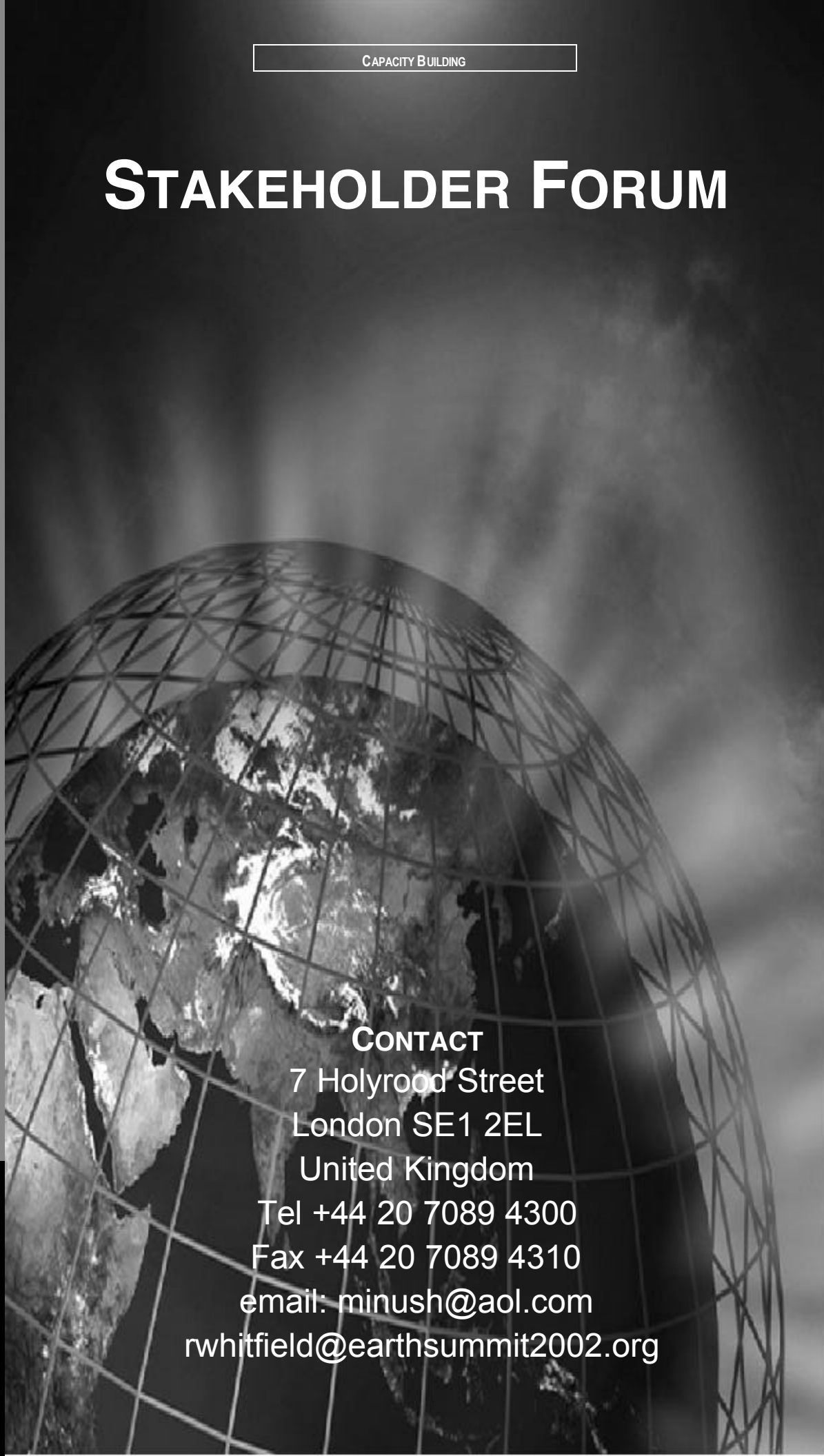
CAPACITY BUILDING

STAKEHOLDER FORUM



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