



DESA

Department of
Economic and
Social Affairs

WHAT IS A 'GOOD PRACTICE'?

A framework to analyse the
Quality of Stakeholder Engagement
in implementation and follow-up
of the 2030 Agenda

Overview



WHY this Framework?

- Many stakeholder engagement strategies at **early** stages or **superficial**
- Many practices **strong** in some way and **weak** in others
- Little **guidance** to analyse **systematically**, mostly anecdotal evidence

“The overall goal of this publication is to offer a tool for governments, stakeholders and development partners alike, and ideally jointly, to examine the quality of stakeholder engagement practices at different stages of the 2030 Agenda cycle against key principles”

HOW was it developed?



Expert Advisory Group

- ForUM Norway
- DIHR & DIMR
- Social Watch
- Together2030
- Stakeholder Group of Persons with Disabilities
- Argentina
- Denmark



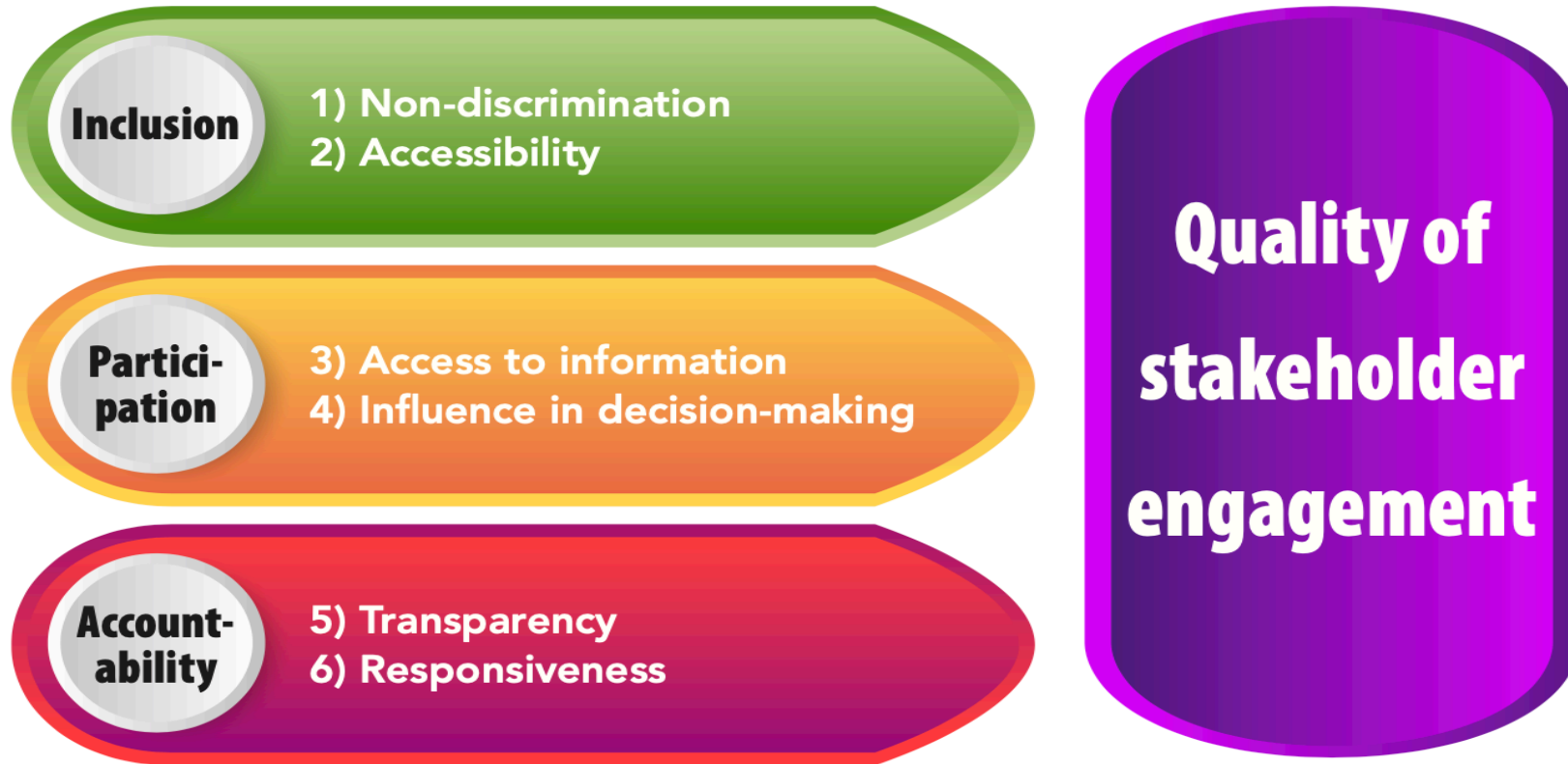
Testing

- Benin (2)
- Finland
- Jamaica
- Jordan (2)
- Timor Leste

NB: Experts acted in their personal capacity

WHAT – the Framework

Principles & Dimensions derived from SDG 16:



Four levels of intensity: Level 0: Limited / Level 1-2: Increasing / Level 3: Inclusive & collaborative

		INCREASING INTENSITY			
CRITERIA		Level 0	Level 1	Level 2	Level 3
Inclusion	1. Non-Discrimination	Implementer of the practice makes no effort to engage a diverse range of sectors and actors, especially groups that are traditionally left out of decision-making in SDG processes.	Implementer of the practice occasionally invites some – often the same – groups. Others that are affected by the issue are missing and resources have not been allocated to support inclusion.	Implementer carries out occasional mapping/s to identify sectors and actors most left behind that should be engaged, includes stakeholders that have selected their own representation and allocates resources to facilitate inclusion. No evidence of inclusion of diverse actors in designing the process.	Implementer of the practice does all of the following: <ul style="list-style-type: none"> Identifies diverse sectors and actors left behind, based on regular disaggregated data and an in-depth stakeholder mapping. Includes stakeholders that have selected their own representation. Includes diverse actors and those most left behind in the design of the process. Allocates sufficient resources for those furthest left behind in the design process.
	2. Accessibility	Implementer of the practice does not address accessibility issues such as access to buildings; distance to venues; language awareness; knowledge, time or digital barriers; safety and security of vulnerable groups.	Accessibility has been identified as a requirement and implementer of the practice allocates resources to address accessibility requirements upon request or on an <i>ad hoc</i> basis.	Implementer of the practice identifies accessibility concerns early on and uses this information to design the engagement process with resources allocated as necessary.	Implementer of the practice does all of the following: <ul style="list-style-type: none"> Has a system to identify accessibility requirements on an ongoing basis in consultation with stakeholders. Uses information regarding accessibility to design the engagement process alongside stakeholders. Makes resources available to reduce barriers to the maximum extent possible.
	3. Access to Information (information about substance)	Implementer of the practice does not provide official information. No data or information is publicly available.	Implementer of the practice provides information upon request. It may be hard to know whom to contact, or data is exclusive (e.g., mailing list).	Implementer of the practice provides occasional information, via a dedicated public channel (e.g., media, website).	Implementer of the practice does all of the following: <ul style="list-style-type: none"> Produces and shares relevant information and data publicly ahead of decisions with sufficient time to consult constituencies and opportunity to react. Produces and shares information on practice progress jointly with relevant stakeholders and explains how differing views are being dealt with.

		INCREASING INTENSITY			
CRITERIA		Level 0	Level 1	Level 2	Level 3
Participation	4. Influence in decision-making	Implementer of the practice does not involve stakeholders at any point of decision-making processes.	Implementer of the practice asks stakeholders for comments occasionally and <i>ad hoc</i> .	Implementer of the practice consults stakeholders regularly. Some elements of co-creation exist; however, stakeholders do not actively participate in all or most decision-making processes and it is unclear how inputs influence overall decision-making.	Implementer of the practice does all of the following: <ul style="list-style-type: none"> Has mechanisms that allow for partnership and co-creation with stakeholders in agenda-setting and decision-making processes. Explains how inputs that have been received have been used and have impacted outcomes. Powers/imbalance between stakeholders are addressed, e.g., differing numbers of seats, capacity development.
	5. Transparency (information about process)	Implementer of the practice does not share any public information on process, including timelines, stakeholders involved and institutions responsible.	Implementer of the practice provides only some information on the process publicly or upon request, but it is difficult to know whom to contact; only some stakeholders are provided full information.	Information on the process is provided publicly and is being followed.	Implementer of the practice does all of the following: <ul style="list-style-type: none"> Makes information on the process widely available, so that stakeholders, parliament and media are informed. Follows the process. Explains how diverging views/inputs are being dealt with.
Accountability	6. Responsiveness	Implementer of the practice does not offer stakeholders the possibility to provide feedback on how the process reflects the principles of inclusion, participation and accountability. No mechanism exists to redress weaknesses.	Implementer of the practice receives feedback on the process.	Implementer of the practice receives feedback on the process from stakeholders and promises to redress weaknesses.	Implementer of the practice does all of the following: <ul style="list-style-type: none"> Provides a robust mechanism to encourage stakeholders to present feedback and grievances on how the process reflects the principles of inclusion, participation and accountability. Redresses weaknesses of the processes with relevant stakeholders.

WHAT – the User Guide

Offers detailed **steps and tips** on 3 modalities:

- *Collective analysis*
 - *Self-assessment*
 - *External analysis*
- } *Unilateral analysis*

5.2 Key Steps

The following steps are recommended, depending on whether the analytical framework is used for Collective Analysis or Unilateral Analysis. Please, check [Annex 2](#) for a user-friendly version of the analytical framework, which is also available [here](#) for download.

COLLECTIVE ANALYSIS

As a pre-step, those who propose the joint exercise, whether implementer or interested stakeholders, need to assign a person or team to coordinate and lead on the following steps:

- 1) **Collect INFORMATION about the engagement practice**
 - a. Collect background information on each element in the framework, using diverse sources that can be referenced, e.g., official government documents (VNRs, government websites, etc.), information from civil society actors and National Human Rights Institutions, Terms of Reference, media reports, reports prepared by United Nations entities, the human rights mechanisms and regional commissions.

Application during the Covid-19 pandemic or other crises:

During a crisis, it may be necessary to **ADAPT** the analytical framework:

- As there will be tendency to have interactions take place virtually, it is important to make a special effort to seek input from stakeholders that have less **internet connectivity**, e.g., by use of SMS, radio announcements, conversations in local languages or including questions in ongoing interactions with stakeholder groups (e.g., where service delivery continues around health care or food security).

Guidance for **Covid-19 or similar crises:**

- Highlight the **Need**
- Consider **Options** and
- **Adapt** as needed

NEXT – Using and Learning

- We will translate and improve accessibility
- Do contact us if you need technical support!
- We will document and share experiences

Readers and users are strongly encouraged to share their feedback on and experiences with the framework with us so we can document them on an ongoing basis in a dedicated space on the SDG 16 Hub (www.sdg16hub.org). Please contact us via contact@sdg16hub.org.

THANK YOU!



DESA | Department of
Economic and
Social Affairs



**UN
DP**