

COMMISSION ON SUSTAINABLE DEVELOPMENT WORKSHOP

PREPARING FOR THE FUTURE

FINAL REPORT



*Organized by Stakeholder Forum
With Support from*

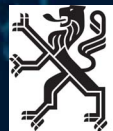


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SECTION 1

WORKSHOP DISCUSSIONS AND MAJOR THEMES



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Introduction

A. Sustainable Development and the Commission on Sustainable Development

Sustainable development remains a fundamental, over-arching goal for the world. The opening day of the workshop, poignantly the 4th anniversary of the 11 September 2001, was an appropriate reminder to workshop participants of the enduring relevance of the sustainable development agenda to global peace and prosperity.

Yet, it is clear that rhetoric far outpaces reality. While global meetings and declarations continue to pledge their commitment to sustainable development, concrete progress is harder to measure. There is a deep sense among those involved that the global policy-shaping processes for sustainable development are stuck in old habits and at times unproductive ways.

As the CSD turns towards its next thematic cycle, the so-called ‘Energy Cycle,’ the challenge on substance is no less demanding. The four key issues for consideration – energy for sustainable development, climate change, industrial development and air pollution/atmosphere – raise difficult and urgent questions. If current trends persist, for example, the energy investment needed to fuel world economic growth over the next three decades is estimated at US\$16 trillion – or 1% of global GDP.¹ The scale of this investment will undoubtedly have profound implications for sustainable development and climate change.

The recognition of the need for the CSD to deliver concrete outcomes on issues of critical importance to sustainable development is a difficult goal to meet. The year 2005 marked the conclusion of the CSD’s first two-year sequence in its new “implementation cycle” arrangement. For participants of this new work plan, the cycle held high expectations – some of which were met, others disappointed. As a result of this mixed review, several governments expressed interest in participating in an informal discussion on the new CSD work plan, and encouraged Stakeholder Forum to conduct a workshop for this purpose.

In response to this request, Stakeholder Forum organized a two-day workshop on 11-12 September, 2005 to discuss the CSD process, rather than its substance, and to make recommendations to the CSD Bureau, Secretariat, governments, intergovernmental bodies and stakeholders that could help foster a productive second cycle. Over 50

¹ As cited by workshop participant and presented in *World Energy Investment Outlook: 2003 Insights*. International Energy Agency. Paris. November 2003.



participants representing government, stakeholder groups, UN bodies and inter-governmental organizations were involved in the workshop. The workshop was held under Chatham House Rules of non-attribution, in which comments are not attributed to specific individuals, in order to foster a more candid discussion. The result of the discussion were multiple: a review of the successes and challenges of the previous cycle, ideas and recommendations for improving the CSD process, and a specific flow chart of how the cycle could be designed for greater effectiveness.

B. The Purpose of CSD

Participants began the workshop by considering the basics: what is the purpose of the CSD?

The majority of participants felt the CSD has a vital role as ‘custodian’ of the spirit and commitments achieved at the UN Environment and Development Summit (Rio de Janeiro, 1992) and at the World Summit on Sustainable Development (Johannesburg, 2002). In addition, it is responsible for spurring action at all levels for the implementation of sustainable development.

Participants believe the purpose of CSD includes:

- To be a ‘custodian’ and ‘watchdog’ of the vision and outcomes of the Rio and Johannesburg Summits
- To maintain political focus and will on the sustainable development agenda
- To review progress, integrate analysis and identify learning
- To generate analysis that monitors where progress on commitments has been made and where it is lacking
- To measure the implementation of goals within the larger development agenda
- To strengthen review at the regional level, where sharing is done by countries experiencing issues in a comparable way
- To bring examples of regional implementation to the foreground in order to cross-pollinate experiences
- To help connect the work of multiple actors in order to maximize effort
- To assign responsibilities to different actors that ensure specific follow-up
- To promote implementation by all actors and learning from experiences (e.g. partnerships and other initiatives)
- To be an incubator of innovation
- To be a forum for discussion and focus for issues that have no other institutional home within the UN system



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- To be an integrator of action by many others (international organizations, governments, stakeholders)

Thus far, participants felt the CSD has succeeded in:

- Being a forum where the concept of sustainable development can be discussed, re-visited and continually re-defined
- Promoting wide acceptance of the concept among developed and developing countries
- Focusing on inter-linkages among chosen themes and cross-cutting issues
- Setting priorities that focus bureaucracies

However, there was significant concern that the CSD is losing the political traction it once had, and that ineffective processes are weakening its ability to focus and carry out its mandate.

Participants worried that CSD’s power of persuasion is being eroded by “ineffective multilateralism” – a phenomenon that permeates the global intergovernmental system. Over the years, there has been a massive bloating of negotiations – one participant noted that of 365 calendar days more than 300 are currently designated “official negotiation days” on environment issues alone! More time in meetings (and less time for analysis and action) is resulting in documents that are too general, too long and often inconsistent with previously agreed commitments. Normative outcomes have become imprecise on timelines and responsibilities, adding little value. In some cases, difficult negotiations on specific issues have captured and undermined progress on a broader agenda where agreement had been possible. The ultimate result is muddled guidance without a clear call to action and too much time and resources diverted from implementation.

A weak multilateral process has corollary implications too. At the CSD, high level participation is no longer the norm in some quarters. In the past, sessions generated Assistant or Under Secretary-General level attention from UN Agencies and Programmes, whereas now lower level participation is more common. The CSD process has not yet enabled governments to generate meaningful progress, but also has yet to find the most effective way for stakeholders (including business community representatives and major group representatives) to engage in the outcomes of the CSD. Leveraging the private sector involvement more effectively remains a challenge, as one speaker noted “inviting CEO’s and then not knowing what to do with them isn’t good enough.”

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By contrast, “effective multilateralism” was described as a process that ultimately leads to a concrete effect on people. It is tangible and visible. It generates excitement and a willingness not only to participate, but to take on responsibility. And while governments and stakeholders contribute to an effective multilateral process, managing this effort in the context of the CSD was seen as the role of the Bureau, the Secretariat and even the Under-Secretary General of Department of Economic and Social Affairs (DESA).

After discussing the case for reform, the workshop then turned to its main focus- the functioning of the CSD process- in an effort to develop recommendations on how this could be strengthened in its ability to deliver concrete outcomes on key issues of sustainable development.

Enhancing Political Relevancy

Workshop participants were very candid about the need to reinvigorate CSD’s political saliency and moral authority. The CSD has an important role to play in setting and guiding norms that ultimately influence decision-making. But this role is undermined when political will and institutional effort lose their determination.

There is a perception that the organizational reforms which followed WSSD have not yet enabled CSD to regain its early focus. Participants felt that recapturing CSD’s political relevancy requires a number of things, namely: striving to balance normative and non-normative outcomes, creating continuity and momentum in the process, identifying champions, building linkages, and giving direction to the roles of the Secretariat and Bureau.

Political will at the highest levels should be both an essential input to the CSD and one of its key outcomes. Participants agree that reviving this requires greater emphasis on implementation.

A. Balancing Normative and Non-Normative Outcomes

While participants did wonder aloud what the CSD would be like if it had no negotiations, they quickly acknowledged that the process must result in both normative and non-normative outcomes. Each is important in moving the sustainable development agenda forward. But each also has an appropriate place in the process.



Participants strongly agreed with the idea of streamlining, not eliminating, the negotiation process. This means identifying areas where advances are possible on the normative side, and using non-normative channels to create change where negotiation is not a helpful method. Making progress on a set of specific issues within a cluster – thus prioritizing the work among each particular theme - would help reinforce the CSD’s political relevance.

Participants suggested:

- Spending more time in informal processes to assess which areas could be advanced through normative means and to generate work to bring to the CSD
- Using the formal multilateral sessions to advance text on issues identified in the informal processes
- Using the normative process to clarify and specify: who is responsible? For what? By when? How much will it cost?

B. Creating Continuity and Momentum

There was strong consensus that the CSD should not be viewed as 5 weeks of negotiation in New York, but rather as 104 weeks of activity; others underlined the need to be realistic about governments’ capacity, and in particular developing country governments’ finite capacity, to have the resources to engage for such a sustained period.

The process of generating political will, identifying priorities and guiding action to those ends is an ongoing effort that goes well beyond the weeks in New York. As such, the support mechanisms to the CSD must re-evaluate their roles. The information products prepared to help the process work should also be reconsidered. In the words of one participant, this is “less and less about organizing for 2 weeks and more about how to structure an information flow for 2 years.”

C. Identifying Champions

Early on in the workshop discussion, participants said that ‘Champions’ are critical to reinvigorating the CSD process and building political will. Champions - whether individuals, organizations, governments or intergovernmental organizations - provide leadership for action.



There was strong agreement among discussants that the current system does not do enough to identify, motivate and encourage champions. Agreements are reached, often without identifying responsible agents of change – making their impact uncertain. In the GA, ECOSOC, and other bodies such as the Human Rights Commission, the technique of ‘co-sponsored’ resolutions is used effectively to match responsible parties with particular initiatives. This was deemed a helpful but insufficient example considering the scope of CSD’s current work.

While it is the ideal for champions to emerge voluntarily, participants felt they need to be identified and actively encouraged throughout the CSD process with the Secretariat playing an ‘ear to the ground’ and information relay role to relevant parties (Bureau, governments, UN system, stakeholders).

An issue that needs further consideration is whether and how to stimulate champions for issues that are politically sensitive or unpopular. While some felt that it was important to encourage champions where they do not naturally emerge, others disagreed believing that issues without natural champions should not be pursued.

Participants suggested:

- Using national and regional preparatory processes proactively to identify champions
- Encouraging identification of champions with the help of the Secretariat, which can play a linkage and information relay role to the Bureau, governments and UN system about potential leadership opportunities that are developing
- Creating a publicly available ‘Matrix of Champions’ to track how issues are being addressed by which champions. This would become a major outcome of the CSD process and would be coordinated by the Secretariat

D. Building Linkages

Throughout the workshop, participants underscored the need for the CSD to add value by creating better synergies with national and regional processes and the broader sustainable development agenda.

The value of building linkages is evident. One participant spoke of his country’s recent experience linking the CSD to the Millennium Development Goals (MDGs). The participant referred to a recent case study exercise in which government officials and stakeholders evaluated the country’s ‘challenges and priorities’ with regard to the upcoming Energy Cycle. The result was a clear understanding of how addressing



specific challenges, with specific actions, could result in measurable progress on the MDGs.

A better linkage with other processes requires information flows that are timely and focused. One participant showed a calendar of upcoming global meetings on energy and sustainable development that his team has used to organize its work program – often enlisting the help of other government agencies to cover important meetings that would otherwise be missed.

In addition, participants stressed the need not for more information, but for reports that draw together a synthesis of information where it does not naturally occur. One example would be a tracking of the decisions of regional implementation meetings that could inform global policy priorities.

E. The Role of the Secretariat

The CSD Secretariat in DESA was praised for adapting quickly to new processes and for generating helpful new initiatives (in particular the Partnership Fair and Learning Center).

Participants did, however, recognize that the Secretariat needs direction and guidance from governments in order to shift its mandate from supporting a “2 week meeting to a 2 year process.” They encouraged the Secretariat to be more proactive in terms of bringing information to relevant parties and organizing it in user-friendly manner.

While the Secretariat is limited by resources and a defined official mandate, participants felt it does have sufficient in-house capability to respond to some requests for analytical reports, coordination activities and more user-friendly information suggested during the meeting.

There was wide acknowledgement that changing the scope of the Secretariat’s responsibilities will require a clear change of mandate, some additional resources, and clear guidance to the Secretariat from the Bureau and the member states.

F. The Role of the Bureau

Strong management and coordination by the Bureau was discussed as a major factor determining the success or failure of the CSD cycle. While it was underscored that the Bureau’s role is managerial and not substantive, participants felt that the Bureau

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members have a vital role in ensuring linkage, continuity and in stimulating action in countries and regions. They have an essential function to home governments and regional coordinating bodies to stimulate discussion on priorities and initiatives.

Coordination among the Bureau was also discussed. Much depends on the vitality of the team and their familiarity with a complex coordination process. One former Bureau member described the experience as a whirlwind that was over before he realized.

While participants did not have strong feelings about the current practice of changing the Bureau for each CSD session, some did suggest that the Chair and members be elected as early as possible so that there is overlap with the previous team, thereby ensuring continuity. For the 2007 cycle there was a suggestion that Regional Blocks consider electing in the autumn of 2005 to have the 2007 Bureau working with the 2006 Bureau.

Enhancing Inputs

The CSD is as strong as its component parts and the coordination among these. The majority agreed that the CSD process should facilitate national and regional level action – where implementation and action have the greatest effect on people.

A. National-level Processes

At the national level, several participants emphasized the need to designate the appropriate national focal point for each new CSD cycle based on thematic expertise. At present the designated focal points in government, published on the Division on Sustainable Development web site, are in environment ministries. To enable more effective dialogue, the publishing of the relevant Focal Point for the thematic issues would also be a good idea. Perhaps governments should consider a ‘Task Manager’ approach to the upcoming cycles and publish the relevant people and departments. Government representatives from developed countries felt their national preparatory processes were sufficient whereas representatives from developing countries felt that more attention should be placed on this issue.

The overall timeline of the CSD process should be designed to give governments enough time to produce their national reports. There was broad agreement that the existing June 1st deadline is much too early for governments to meet. One participant



from a developed country said that his government devotes only one team to CSD and they typically cannot shift focus to the new cycle or move their inter-agency processes to meet a deadline so soon after the end of the previous implementation cycle. A September 1st deadline is sufficient to let inter-agency processes work in time for input to Regional Implementation Meetings (RIMs) and to global processes.

While all agreed that stakeholder involvement at the national level was critical, government representatives attending the workshop felt that the design of this process varied tremendously from country to country. Ultimately, it was a national level decision.

Participants suggested:

- Reviewing if the CSD focal point is appropriate for the cycle being considered
- Moving the national reporting deadline from June 1st to September 1st
- Creating a consistent reporting deadline from year to year, so governments can plan in advance based on the September 1st deadline

B. Regional-level Processes

Participants agreed that significant progress can be made at the regional level. More should be done to integrate regional experiences into the global level.

In particular, there was concern that the current scheduling of RIMs (several are to be held in late December 2005/January 2006) was too late for them to be meaningfully incorporated to the preparation of the Secretary-General’s State of Implementation Report (SIR). While it was clarified that RIM reports will be appended to the SIR in the upcoming cycle it was unclear how their input would be recognized and retained through the process. Several participants felt that this was insufficient to have an impact on the analysis of the SIR. It was strongly advised that regional implementation reports be maintained as an annex to the SIR but that their lessons are extrapolated into the SIR more directly.

2005-2006 Schedule of RIMs	
Africa	24-28 October, 2005
Latin America and Caribbean	(postponed to January 2006)
West Asia	11-13 November
Europe	15-16 December
Asia and Pacific	19-20 January



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Input from regions suffered further when regional dialogues were compressed from 2 days into 1 afternoon as a consequence of the breakdown in negotiations during the first implementation cycle. Participants warned that regional commissions, financial institutions, and stakeholders should have enough time to share their experiences. Participants spoke about creating a space for regional development banks in the process. They can help create a financial backbone for the CSD’s initiatives.

While regional variation is expected, participants felt the Secretariat should do more to encourage comparability among regional reports to highlight a more detailed level of analysis. This was especially true regarding the focus on cross-cutting issues. Some participants were intrigued by the idea of creating time in the RIMs for a NEPAD-styled ‘Peer Group Review of National Reports’ that could extrapolate lessons for the broader global community.

The Secretariat’s role at the regional level is to foster understanding and analysis of ‘what is happening’ in order to make policy guidelines on implementation possible.

Participants suggested:

- Scheduling RIMs earlier in the year, ideally in October and November
- Allowing sufficient time at CSD for regional discussions and the involvement of regional actors
- Including better national experiences (in the regional reports) into the process
- Strengthening dialogue among regions to promote information sharing and cross-cutting lessons
- Identifying “champions” beginning at the RIMs and other regional meetings
- Organizing a workshop at the regional level to evaluate “process lessons learned” from the first CSD cycle
- Involving regional development banks in the planning process and in supporting commitments for initiatives generated through CSD

C Other Meetings and International Bodies

Participants felt it would be useful to revive the UN Inter-Agency process at a high level for CSD. This includes improving the interaction between CSD and other secretariats in the system and allowing them time to input meaningfully to the process. One suggestion to achieve this was to host ‘thematic panels’ during CSD that bring together a cross-section of stakeholders focused on a particular issue or challenge. This would give high level prominence to a particular priority.



The International Financial Institutions, such as regional banks, the World Bank and the International Development Association should be drawn into the process more closely to enable resources to follow WSSD agreements. Their early input and collaboration was considered vital to creating a financial basis for future implementation results.

Participants also acknowledged initiatives being held in the non-governmental and private sector spheres which can be linked to the intergovernmental process to build momentum and bring helpful analysis.

D. Analytical Documentation

Participants acknowledged the vast amounts of good information that already exist on issues considered by CSD. The challenge is not commissioning *new* research – rather it is using *existing* information better and creating useful *syntheses* where necessary.

Most important is a centralized hub of the best information that is culled and updated by a responsible party (e.g. the Secretariat or a stakeholder initiative).

Participants mentioned a number of research products that could be helpfully produced by the Secretariat:

- An analysis of decisions taking place elsewhere to avoid duplication and replication (e.g. UNEP Minister's Meeting decisions are not reflected in CSD documents)
- More persuasively written material about the challenges to sustainability (globally, regionally, and nationally) that is disseminated more widely
- An analysis of the discussions and decisions taken by the RIMs with a cross-cutting summary of commonalities for global level application

The State of Implementation Report is considered by most as the real 'kick off' to the CSD process. The outcome of the CSD review session, the Chairman's Summary, should:

- Form the basis of identifying champions for the policy year
- Be submitted to the Secretary-General's Executive Committee which should consider the CSD outcomes as a point on its agenda for implications within the UN system
- Identify challenges and obstacles in an effort to lead to priority areas



E. Partnerships

Partnerships are one of the important non-normative outcomes of the CSD process. While there has been significant emphasis on the idea, participants felt there should be more analysis done to understand which partnerships are actually delivering results.

While the Secretariat provides a database of partnership initiatives, many felt this was not user-friendly enough or in-depth enough to create learning and guidance for practitioners. The Secretariat, however, is not able to make value judgments about partnerships, which is why the initiative of governments and stakeholders in this regard is critical. Still, participants wanted a mechanism that would review the lessons of 'failed partnerships' in order to help ongoing ones succeed.

F. Stakeholders

The common theme about stakeholder involvement in the CSD process was the need to create more qualitative space and better cooperation among governments and stakeholders.

While stakeholders have a role on paper, many workshop participants felt that governments are often too busy with official negotiations to really listen to stakeholder input during the CSD sessions. Many felt that stakeholder involvement should be reinforced at the national and regional levels, but that this was a matter for relevant institutions to decide – not for global processes to mandate.

Creating a space for stakeholders is essential to generating action. But stakeholders often opt out of a process to work on their own. One representative of business stakeholders recounted the strong disappointment of her CEO colleagues when they made the effort to participate in a CSD event that was very poorly attended by governments. The experience has made them less willing to participate in future events. Government representatives agreed giving appropriate space for non-governmental input was an issue that deserved the attention of both the Bureau and Secretariat.



SECTION 2
CREATING A MORE DYNAMIC CSD CYCLE



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Recommended Flow Chart for the CSD 2-year Cycle

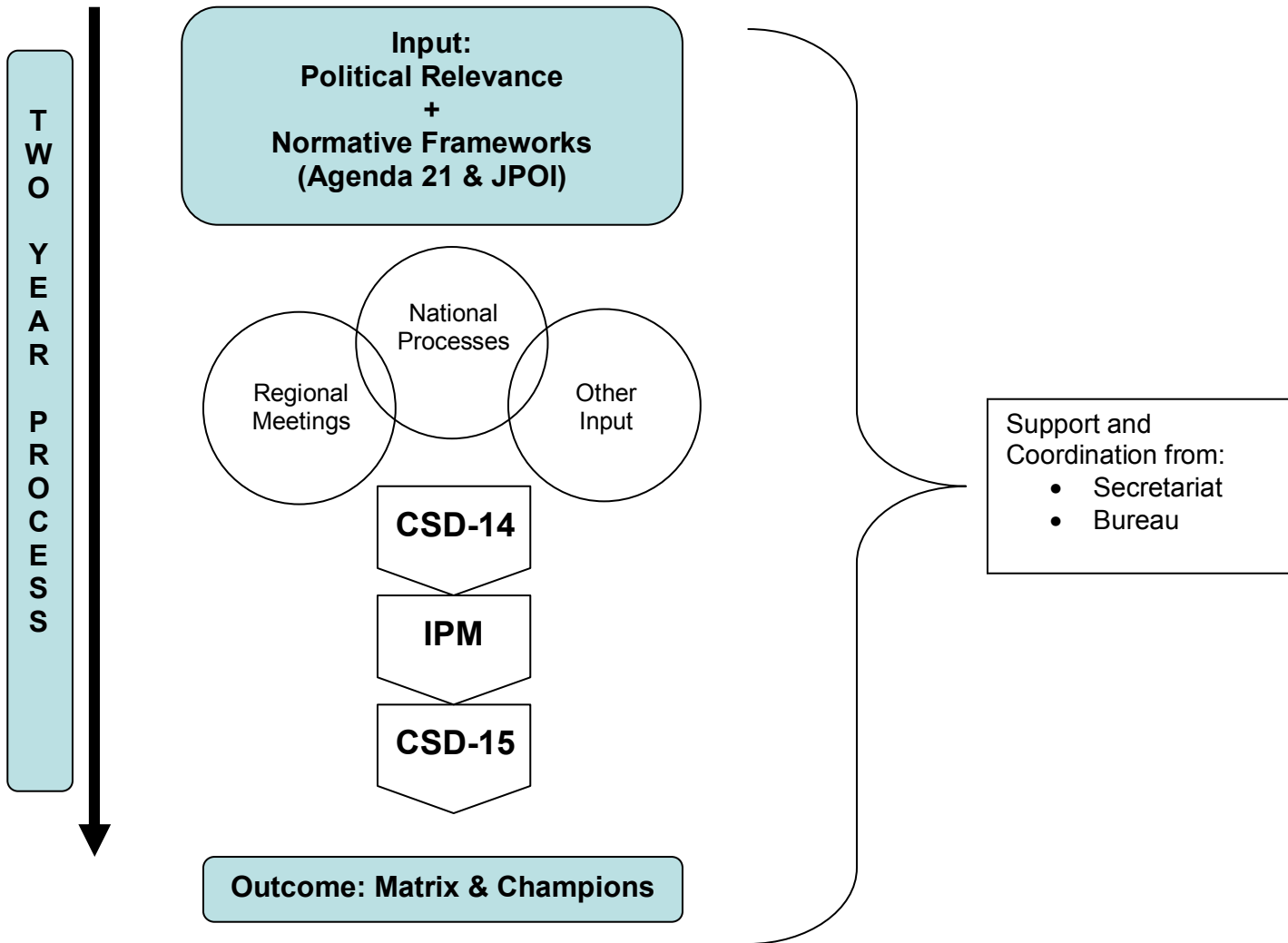
The ‘Recommended Flow Chart for the CSD 2-year Cycle’ was developed by participants during the workshop to suggest how different stages of the cycle might contribute to a more effective and efficient CSD cycle – in particular streamlining the negotiation process at the CSD and strengthening the focus on implementation. This process flow was discussed in the context of the upcoming Cycle though it provides a model for all cycles going forward.

The outcome of the CSD process was identified as a ‘Matrix’ and ‘Champions’ as well as some negotiated normative text.

To reach this outcome, the CSD goes through several stages: two CSD sessions (upcoming CSD-14 and CSD-15), an Intergovernmental Preparatory Meeting (IPM), and regional and national preparatory processes. It also receives input from multiple stakeholder and other initiatives. Major support and coordination for this flow are provided by the Secretariat and Bureau in particular.

The CSD begins its work on the basis of its political relevance and pre-existing normative frameworks that give it its mandate.

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Working backwards from the desired outcome of CSD-15, the following are specific ideas and recommendations participants described for each major stage in the cycle.



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A Desired Outcome: Matrix & Champions

CSD’s outcome should be a blend of normative and non-normative achievements.

What could a CSD outcome look like?

1. Some negotiated text
2. A matrix of activities, in progress, in particular policy spheres
3. A list of Champions, organized within the matrix, that clearly highlights who is responsible, what is being done, timelines and results

A. CSD-15

CSD-15 should result in negotiations on specific areas of text to achieve normative advances based on addressing constraints, accelerating successes and new and emerging areas.

How do we structure a productive negotiation process?

1. Take advantage of non-negotiated vehicles (e.g. putting non-negotiated issues into the matrix)
2. Limit official negotiation to recognizable priorities by:
 - a. Linking in agreements from previous commitments
 - b. Starting to create the output early
 - c. Asking regional processes to prioritize issues and to recommend these to the Chair and the drafting groups
 - d. Incorporating regional text
 - e. Requesting that normative issues not be repeated
 - f. Negotiating the preamble last instead of first
 - g. Allowing sufficient time
3. Focus on ‘overlapping’ issues, but ensure they narrow, rather than broaden, the negotiation
4. Create and disseminate a preparatory draft from the IPM for everyone to comment on before the negotiation



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How do we build a good matrix?

1. Use existing frameworks
2. Receive a good analytical report from the Secretary-General which will create a good discussion of the issues and will result in a good matrix – guidance from the Bureau can make this happen
3. Encourage Champions by:
 - a. creating a central hub of information about them and their activities (by a stakeholder group or Secretariat)
 - b. creating the list early so that it can be continually updated throughout the two years
 - c. tracing Champions and their issues
 - d. giving them a time slot where they can demonstrate their willingness to take action (e.g. a slot for IFI's and regional banks)
4. Make the process more transparent (e.g. the Secretariat currently ‘houses’ a matrix, but this should be more widely known; regional groups should be notified for inputs)

How can the process and conduct of CSD-15 be improved?

1. Reorder the meetings (e.g. along the previous CSD cycle model)
 - a. First: Ministers
 - b. Second: Content
 - c. Third: Negotiations
2. Create a space at CSD-15 for results to come forward (e.g. ministers to talk about what they have launched)
3. The Bureau should clarify to regional groups that the purpose is to spell out priorities
4. The chair of CSD-14 could propose priorities in a ‘Challenge Document’ that is picked up by the Bureau of CSD-15
5. Select the next round of Bureau members earlier, to create overlap between the Bureaus, providing continuity
6. Organize issue panels that bring together various actors to focus on specific issues
7. Invite heads of other UN agencies, stakeholders and CEOs to Ministerial segments and ensure they get the treatment and the attention they expect
8. Utilize informal ongoing dialogue such as the SIDS model



How and when do we 'sell' priorities for CSD-15?

1. Begin selling early (e.g. by the time of CSD-15, it's too late)
2. Organize sessions for key negotiators
3. Get Champions to work for these priorities
4. Use IPM
5. Shift emphasis away from text by using a professional writer to translate UN language into a more compelling public document and help focus participants on substance rather than text (e.g. this was used successfully during the Cairo Conference)
6. Create diverse buy-in early on to help build priorities

How to 'electrify the outcome' of CSD-15?

1. Have a professionally written product that provides an independent assessment on the 'state of sustainable development' implementation in such a way that it gains wide-spread attention (e.g. UNDP Human Development Report)
2. Change the metrics of the outcome (e.g. not the amount spent, but the number of people now getting clean water)
3. Design the IPM to play a more active role
4. Expand the involvement of major groups
5. Invite participants to the meeting who are taken seriously by the world community
6. Ensure participation from developing country stakeholders – travel is often a major obstacle to participation
7. Monitor the CSD-14/15 process so we can draw out lessons learned for CSD-16/17

B. Intergovernmental Preparatory Meeting (IPM)

The IPM should help to channel the analysis of the review year into the priorities for the policy year:

1. Elaborate 'priorities' based on the 'challenges and obstacles' identified in the report of the Chairman of CSD-14 and that initial view to priority issues
2. Help to 'electrify' priority issues with a push towards action and implementation in the CSD-15 session



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C. CSD-14

The previous review year was well received by participants who felt that the process encouraged open discussion and critical analysis of ‘challenges and obstacles.’ Still, in the process envisioned, champions should be identified even at this stage so that an initial matrix of action items can be created. Also a ‘starter list of issues’ should begin to form during CSD-14, even if the official mandate of the session is not to identify priorities.

1. Create a ‘challenge document’ that suggests priorities at the end of the CSD-14 process so that this document can be used as a basis for input, discussion and further revision, especially on the issue of specific actions and commitments
2. Create space in the official sessions to talk about issues (e.g. energy efficiency) in breakout groups related to the priorities
3. Involve major groups in informal dialogues at CSD-14 that set priorities for the future
4. Identify ‘real’ decision-makers – who are they and how can we influence them? – to create a better relationship between CSD and decision-making forums
5. Take stock at CSD-14 of decisions made in other processes and identify how CSD could add value to these. This requires better inter-linkage among SD processes and the matrix could help in this regard
6. A single consolidated report from the Chairman of CSD-14 would identify challenges and obstacles in an effort to lead to priority areas. This report should be put before other influential meetings
7. Have a single consolidated S-G report for the entire cycle to keep continuity and efficiency
8. Review the attention given to all the themes

How to collect the list of substantive areas for the 2-year cycle?

1. Secretariat can provide a ‘starter list’ of intersecting issues, but it must remain neutral
2. Bureau can consolidate the categories that the champions come up with and add to the starter list
3. Bureau can produce a list in the lead-up to CSD-14
4. Bureau can communicate the list back to capitals for input
5. Chair of CSD-14 should ‘do a road tour’ to canvass governments and get feedback



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6. Secretariats of other UN agencies and programmes should work more with each other and with the Secretary-General

D. Regional Implementation Meetings (RIMs)

In the previous review year, the RIMs did not have adequate time to prepare an input to CSD-14. Concerns raised about the new cycle also identified similar problems. Some suggestions were made to overcome these concerns, which included:

1. Use meetings to identify regional priorities and key issues
2. Create more cohesion among reports
3. Get regional input earlier in the process in order to make a meaningful contribution to the SIR
4. Host a workshop that examines the CSD process in each region to brainstorm improvements in relation to linkages from regional to global processes
5. Target and invite key people to regional meetings who could have an impact at that level
6. Encourage governments to reach out within their own bureaucracies to identify other related meetings in order to find Champions and initiatives earlier in the process
7. Help to carefully define the purpose of the RIM

E. The Role of the Secretariat

Having completed the first 2-year cycle, participants made some suggestions on how the Secretariat might contribute in the future in a number of areas:

1. Provide the ‘initial home’ for collating and updating the matrix
2. Provide reporting on ‘where we are now’ and ‘how we are doing’ rather than normative, analytical documents
3. Make information on Partnerships more user-friendly and bring it actively into the discussion
4. Reach out proactively to major groups who are not engaged in the process
5. Make output more publishable and friendly to the public and media
6. Host the list of issues around which panels, workshops and breakout sessions can be organized



F. Role of the Bureau

During the workshop a number of roles for the Bureau were identified. These included:

1. Ensure stakeholder speakers (major groups, influential people, business, media) get appropriate space on the agenda
2. Define the value-added of CSD and create instructions
3. Participate in regional sessions to shape the outcome to the extent possible
4. Work on issues that are likely to generate intense debate in order to give guidance to the Secretariat
5. Think through related linkage issues such as the upcoming review of 'Water 2008' – what are the requirements to support the monitoring from the past cycle?
6. Bureau members should get acquainted with meetings and Champions' initiatives held in their own region, in order to create input from those meetings
7. Try to influence meetings in their region
8. Provide active outreach to institutional partners, keeping in mind, however, that the Bureau's role is intended as managerial, not substantive
9. Create a better link with Johannesburg outcomes



SECTION 3
INFORMATION ABOUT THE WORKSHOP





WORKSHOP REPORT
STAKEHOLDER FORUM “COMMISSION ON SUSTAINABLE DEVELOPMENT WORKSHOP
PREPARING FOR THE FUTURE”

Goals and Objectives of the Workshop

The year 2005 marked the conclusion of CSD’s first two-year sequence in its new ‘implementation cycle’ arrangement. At the conclusion of this first round, several governments and stakeholders expressed interest in participating in an informal discussion to exchange views on the way in which this new method of operation worked out in practice, and encouraged Stakeholder Forum to arrange and facilitate this workshop for that purpose.

The workshop was not mandated by a CSD decision, but was instead requested by individual governments after CSD-13. This informal consultation was held under Chatham House Rules of non-attribution, in which comments are not attributed to specific individuals, in order to foster a more candid discussion.

The goals of the workshop were to discuss the CSD process, not substance, and to make recommendations to the CSD Bureau, Secretariat, and participants-at-large that could help foster a productive second cycle.

The objectives of the workshop were two fold:

1. To consider the result governments and stakeholders would like at the end of the second implementation cycle (CSD-15 in 2007) taking into consideration the 2016/2017 horizon;
2. To review the experience of the first two-year cycle of the CSD.

The meeting was held in the meeting rooms of The Church Center for the United Nations, 777 UN Plaza, New York on 11-12 September, 2005

Workshop Participation and Support

A. Workshop Participation

Over fifty individuals took part in the discussion including representatives of government, major groups, intergovernmental organizations, and UN system staff. A list of participants is included in Annex I.



In addition, informal conversations were held with over thirty representatives of governments, stakeholder groups, the UN and intergovernmental agencies in order to shape the agenda of the workshop itself. This process resulted in a number of concrete proposals that were reflected in the discussions and background papers.

B. Donors

This informal consultation was made possible with generous financial contributions from:

- Government of Austria
- Government of Canada
- Government of Finland
- Government of Flanders
- Government of the United Kingdom
- Katzenbach Partners LLC (in kind)

C. Workshop Team

Chair: Mr. Juan Mayr
former Chair of CSD (2000); former Minister of Environment (Colombia); Stakeholder Forum Vice President

Vice-Chair: Ms. Margaret Catley-Carlson
Chair of Global Water Partnership; former President, Canadian International Development Agency; former Deputy Director (Operations), UNICEF

Working Group Chairs: Mr. Derek Osborn
Chair, Stakeholder Forum; former Co-chair, Preparatory Meetings for UNGASS (1997); former Chair, European Environment Agency

Mr. Malcolm Harper
Board Member, Stakeholder Forum; former Chair WFUNA; former Director UNA/UK

The header image features a dark teal background with a complex, glowing network of white lines and nodes, resembling a globe or a data network. The text is centered in white, with 'WORKSHOP REPORT' in a larger, serif font, and the full title in a smaller, sans-serif font below it.

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Rapporteurs: Ms. Maria Figueroa Küpçü
Co-director, World Policy Institute, The New School; former
Director, Penn, Schoen & Berland Associates; former Senior
Policy Analyst, UNDP

Ms. Margreet van de Griend
Principal, Katzenbach Partners, LLC; former Manager,
McKinsey & Co.; former Public Affairs Officer, Shell
Corporation

Stakeholder Forum: Mr. Felix Dodds
Executive Director, Stakeholder Forum; Member, Eusko
Ikaskuntza Scientific Committee; Commissioner of the
Commission on Globalization; former Co-Chair NGO
Coalition at UN CSD 1997-2001

Ms. Mehjabeen Price
UK Director, Stakeholder Forum; Member, DEG; former
Acting Deputy Director, UNA; formerly of First Women Bank,
Pakistan

Ms. Eleonore Mangin
Columbia University; formerly of French Mission to the UN;
formerly PRIA, India

Mr. Zak John Bleicher
Principal Journalist, *Outreach*; former Intern, Stakeholder
Forum

Background Papers

Background papers were distributed in advance of the workshop to inform the discussion and are publicly available on www.stakeholderforum.org along with all workshop materials.

Paper 1: “Evolution of the CSD: How to Make it More Effective and Influential”
By Derek Osborn



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- Paper 2: “National Preparations for the CSD’s Two-Year Cycle”
By Felix Dodds and Mehjabeen Price
- Paper 3: “Regional Preparations for the CSD’s Two-Year Cycle”
By Felix Dodds and Mehjabeen Price
- Paper 4: “The Coming CSD-14 and 15: Climate, Atmosphere, Energy and Industry – a Dire Need for a Strong and Insightful Civil Society Voice or an Opportunity Not to be Wasted”
By Jan Gustav Strandenaes
- Paper 5: “Ideas for Launching and Evaluating New Partnerships/Initiatives and Reinforcing Ongoing Ones”
By Maria Figueroa Küpçü
- Paper 6: “Linking the Review and Policy Sessions”
By Richard Sherman
- Paper 7: “CSD and the International Framework for Sustainable Development”
By Richard Sherman

About Stakeholder Forum

Stakeholder Forum is a multi-stakeholder organization which has been working to further the implementation of the sustainable development agenda since 1992. The organization operates at the regional, national and international level by providing space for dialogue and policy development between stakeholders and governments. This includes: local government, trade unions, industry, NGOs, women’s groups, youth, education groups, scientists and academics, media and regional governments. In addition, we work closely with UN agencies to address environment and development issues by conducting activities that build capacity among stakeholders and raise public awareness. These agencies principally include: the UN Commission on Sustainable Development (CSD); UNEP; WHO.

Stakeholder Forum’s core activities are:

1. Promoting multi-stakeholder processes
2. Researching and influencing policy development



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3. Providing and disseminating information on the intergovernmental agenda
4. Training and capacity building

Stakeholder Forum has played an important role in the development of stakeholder dialogues at the global level. It has been the facilitator of multi-stakeholder dialogues at a number of international meetings, including:

- The WHO London European Health and Environmental Conference (1999)
- The Second World Water Forum (2000)
- The Informal Environmental Ministers Meeting (2000)
- The Bonn International Freshwaters Conference (2001)
- The Implementation Conference (2002)
- The Bonn International Renewable Energy Conference (2004)

It communicates the work of sustainable development to a wide network of decision-makers, scholars and practitioners through a monthly online newsletter Network 2005 and a daily bulletin circulated during UN meetings, Outreach 2005. Also, in partnership with Earthscan / James & James (UK), Stakeholder Forum has published nine books:

- The Way Forward (1997)
- Earth Summit II: Outcomes and Analysis (1998)
- Poverty in Plenty: A UK Human Development Report (1999)
- Earth Summit 2002: A New Deal (2000)
- Multi-stakeholder Processes on Governance and Sustainability: Beyond Deadlock and Conflict (2002)
- How to Lobby at Intergovernmental Meetings (“Mine is a Café Latte”) (2004)
- Plain Language Guide to the World Summit on Sustainable Development (2005)
- Governance for Sustainable Development (2005)
- Human and Environmental Security: An Agenda for Change (2005)

Contact Information:

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Annex I: List of Attendees

Mr. Adnan Amin
Director, New York Office
UNEP

Ms. Ewa Beckman
(Sweden)
Director-advisor Energy Department
Ministry of Sustainable Development

Mr. Mohamed Berrah
(Algeria)
First Secretary
Permanent Mission of Algeria to the
United Nations

Mr. Zak John Bleicher
Support Staff
Stakeholder Forum

Ms. Leanne Burney
Consultant
Global Water Partnership

Ms. Cayetana Carrion
Sustainable Development Program
Coordinator
Women's Environment and
Development Organization (WEDO)

Ms. Esther Castain
Coordinator
SGI-USA Committee for the Earth
Charter

Ms. Margaret Catley-Carlson
Chairperson
Global Water Partnership

Mr. Stephan Contius
(Germany)
Head of Division
Federal Ministry for Environment,
Natrure Conservation and Nuclear
Safety

Ms. Jacqueline Coté
Senior Advisor Advocacy and
Partnerships
World Business Council for Sustainable
Development (WBCSD)

Mr. Yvo de Boer
(Netherlands)
Vice-Chair. CSD-14 Bureau; Director
International Environment Affairs
Dutch Environment Ministry

Ms. Marjan Decroos
(Belgium)
Adviser - Flemish Environment Ministry -
Division Europe and Environment

Mr. Andrew Deutz
Special Advisor Global Policy
The World Conservation Union (IUCN)

Mr. Felix Dodds
Executive Director
Stakeholder Forum

Mr. Halifa Omar Drammeh
Director, UN Environment Management
Group
UNEP



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Mr. Morgan Dube
(Zimbabwe)
Counsellor
Permanent Mission of Zimbabwe to the
United Nations

Mr. Jesse Feinberg
World Information Transfer

Ms. Maria Figueroa K p c 
Project Fellow
World Policy Institute

H.E. Ms. Irene Freudenschuss-Reichl
(Austria)
Director General of Development
Cooperation
Austrian Ministry of Foreign Affairs

Mr. John Gagain Jr.
(Dominican Republic)
Executive Director
Presidential Commission on the MDGs

Ms. Laurie Geller
Senior Program Officer
International Council for Science (ICSU)

Mr. Malcolm Harper
Board Member
Stakeholder Forum

Ms. Kaisa Heikkil 
(Finland)
Second Secretary
Permanent Mission of Finland to the
United Nations

Ms. Leticia Hernando
(EU Commission)
EU Commission

Ms. Britta Husak
World Information Transfer

Mr. Michael Kelly
Policy Manager
ICC Commission on Environment and
Energy
International Chamber of Commerce
(ICC)

Mr. Olivier Lacroix
(France)
First Secretary
Permanent Mission of France to the
United Nations

Ms. Olivia Lazare
(France)
Permanent Mission of France to the
United Nations

Ms. Riina Loukola
(Finland)
Senior Advisor
Ministry of Environment

Ms. Eleonore Mangin
Support Staff
Stakeholder Forum

Mr. Jonathan Margolis
(USA)
Special Representative for Sustainable
Development and Director of the Office
of Policy Coordination and Initiatives
(PCI)
Bureau of Oceans and International
Environmental and Scientific Affairs
U.S. Department of State



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Mr. Juan Mayr
Former Chair UNCSD (2000); former
Minister of Environment, Colombia

Mr. Adil Najam
Associate Professor of International
Negotiation and Diplomacy
The Fletcher School of Law and
Diplomacy, Tufts University

Mr. Nick Nuttall
Head of Media
UNEP

Mr. Hope Ogbeide
Director
Society for Water and Public Health
Protection, Nigeria

Mr. Derek Osborn
Chair
Stakeholder Forum

Mr. Bill Pace
Executive Director
World Federalist Movement

Ms. Federica Pietracci
Major Groups Programme Coordinator
UN/DESA

Ms. Mehjabeen Price
UK Director
Stakeholder Forum

Mr. Gary Pringle
(Canada)
Deputy Director, Environmental and
Sustainable Development Relations
Division (ESR)
Department of Foreign Affairs and
International Trade

Ms. Pamela J. Puntenney
Co-Chair Education Caucus
Environmental and Human Systems
Management

Ms. Amparo Rambla Gil
(Spain)
Ministry of Environment

Mr. Andrew Randall
(UK)
Head, International Sustainable
Development, Environment Protection
International
Department for Environment Food and
Rural Affairs (DEFRA)

Mr. Mohammed Reza Salamat
Senior Officer
UN/DESA

Mr. Cyril Ritchie
Chair
Environmental Liaison Center
International

Mr. Dan Rochberg
(USA)
OES/PCI
U.S. Department of State



Mr. Fidel Sanchez
(Dominican Republic)
Press Attache
Presidential Commission on the MDGs

Mr. Herman Sips
(Netherlands)
Advisor to the Director International
Environmental Affairs

Ms. Mirja Sjöblom
(EU Commission)
EU Commission

Mr. Chris Spence
Deputy Director
International Institute for Sustainable
Development (IISD)

Mr. Jan-Gustav Strandenaes
Senior Policy Advisor
Northern Alliance for Sustainability
(ANPED)

Mr. Michael Strauss
Executive Director
Earthmedia

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Principal
Katzenbach & Partners LLC

Ms. C. Werzeroll
(EU Commission)
EU Commission

Ms. Alice Zaunschirm
(Austria)
First Secretary
Permanent Mission of Austria to the
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