



Stakeholder Forum

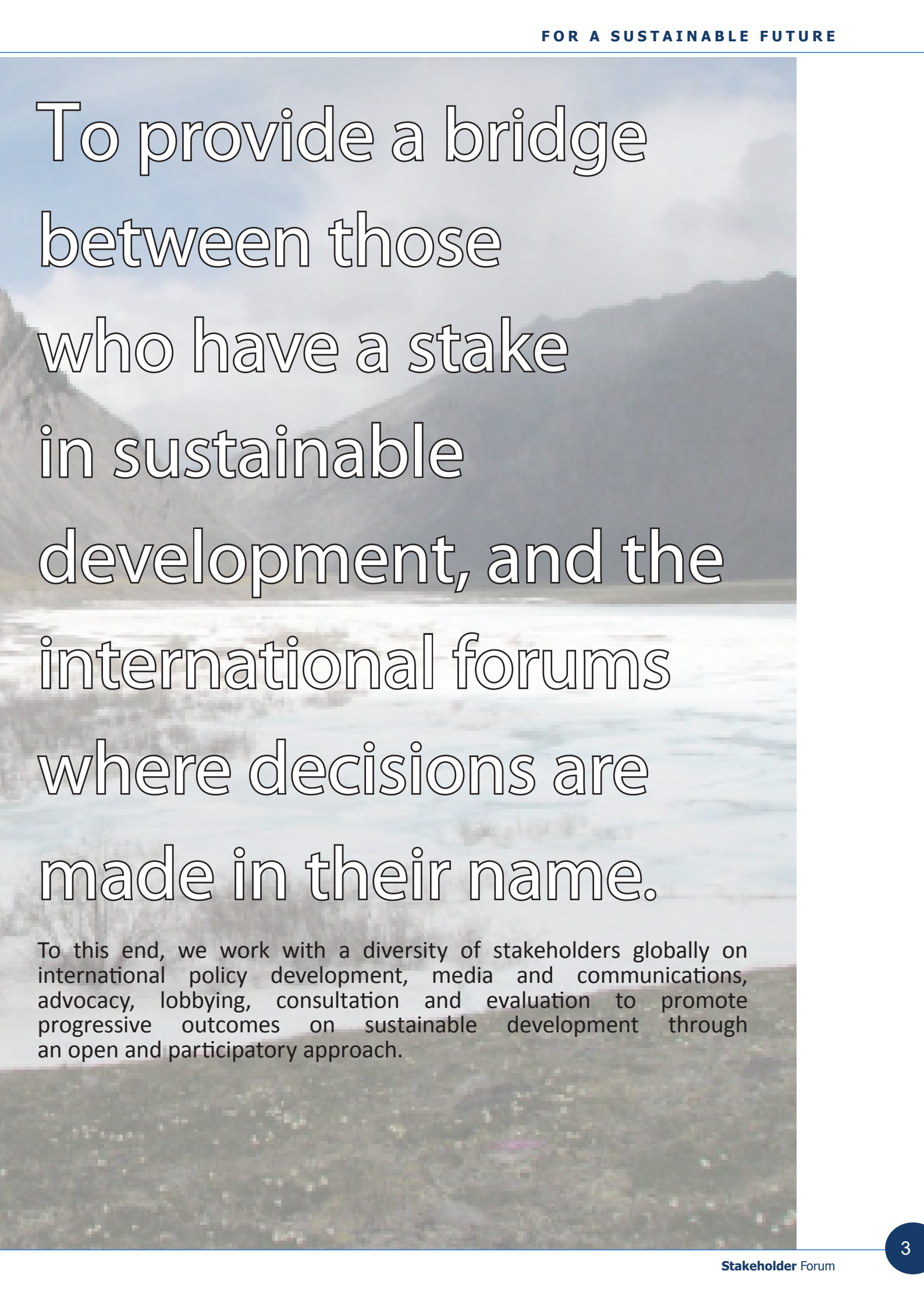
FOR A SUSTAINABLE FUTURE

ANNUAL REPORT **2011**



OUR MISSION:

To enhance open,
accountable and
participatory
international decision-
making on sustainable
development.



To provide a bridge
between those
who have a stake
in sustainable
development, and the
international forums
where decisions are
made in their name.

To this end, we work with a diversity of stakeholders globally on international policy development, media and communications, advocacy, lobbying, consultation and evaluation to promote progressive outcomes on sustainable development through an open and participatory approach.

A message from the Chair of the Board of Directors

There has been a debate for at least the last fifty years about whether humans are effective planners, or whether all plans ultimately fail and we have got to where we are by processes of trial and error. During 2011 we were compelled to ask ourselves how far the grand ambitions of 1992 have taken us, and how much we have simply muddled through.

The concept of sustainable development was not invented at the 1992 United Nations Conference on Sustainable Development (UNCED). Rather, UNCED marked the time when Heads of State adopted the concept as a road map for the future. Perhaps we do not remember sufficiently how radical the idea of sustainable development was. Many people left UNCED with the hope that the world's development paradigm was going to change. No longer were we going to be constrained by outdated economic tools that treated the wealth of the planet as an externality. We looked forward to a new approach to development that would not compromise the future. As we approach Rio+20, we all look backwards and ask what happened.

We remember several years of real effort. China set out to prepare the world's first National Agenda 21, followed by many other countries. Local Agendas 21 sprang up across the planet. Institutions changed. Countries like Costa Rica began to organize their national governance around the principles of agenda 21 and Councils and Commissions of Sustainable Development were set up to coordinate sustainable development efforts across governments. But much did not change. We did not find the new economy to replace the old economic tools. The environmental community grew in influence, but was never really embraced into existing governance structures, so the environment remained an economic externality. Then we got distracted. Developing countries suddenly found that they needed to sign up to Poverty Reduction Strategy Papers to ensure flows of development assistance, and strategies for sustainable development were sidelined. National and local efforts in developed countries became slowly submerged under business-as-usual approaches, and then all but disappeared

when economic crises struck. We can look back and lament that often the word "sustainable" simply became a convenient label rather than a recipe for change.

Much has changed since 1992. We have had wars and conflicts. The warnings of the brave people who developed the concept of sustainable development have proved to be prescient, and we are beginning to see our future under a shadow of environmental change. We are encountering shortages of resources including water and minerals, we have shown remarkable complacency about the ability of the world to feed itself, and with a population heading for 9 billion, food is becoming expensive and scarce for the poor of the world. Even sceptics are beginning to recognize that the effects of climate change are being felt. Natural disasters exacerbated by unsustainable development are becoming increasingly damaging – flood, drought and fires. For the first time in recent history people in developed countries are worried that today's generation will be less well off than the last. We have every reason to ask whether any of the promises of UNCED have been fulfilled.

We may find that our future has been secured through our effectiveness in muddling through. Persistent people within the United Nations have ensured that at every relevant meeting and conference since 1992 the principles of sustainable development and Agenda 21 have been re-stated and reconfirmed. The world continues to seek ways to reduce the effects of climate change, even when the way forward looks

impossible. The private sector itself has realized that the current model of agricultural production is unsustainable and will need to change rapidly. In other words, while our grand plans might have shrunk, we still have a vision ahead of us and a direction to head in. Rio+20 provides an opportunity to further illuminate that vision and restore determination that was lost. We will discuss the concept of a Green Economy at Rio, which could be a means of turning our green aspirations into economic reality. We will finally set out to make changes within the United Nations that should lead to sustainable development, finding its home alongside economic and social issues. We should emerge with quantifiable targets for sustainable development. Groups of people will hold discussions around Rio on the many ways in which we need to change to become sustainable. There will be discussions on water resources, climate-smart agriculture, social equity and much more. It is up to all of us to make sure that this time we push forward rather than muddle through.

Stakeholder Forum has been part of this process since before UNCED and has played a vital role in bringing stakeholders' voices into debates that were previously dominated by governments and the international community. Many of you reading this have been part of this, and I salute you. I look forward to the stakeholders of the world continuing to drive debate and hold governments accountable into the future.

We cannot speak of Stakeholder Forum without speaking of Felix Dodds. Felix has been Stakeholder Forum's Executive Director for over 20 years, and has been an irresistible force in the world of sustainable development. He is indefatigable, always there in his blue shirts and braces (or suspenders, if you prefer). He has fought the good fight without flinching, and has made Stakeholder Forum the organization that it is. His humour and good nature have never failed. Felix announced some time ago that he would prefer to move on from Stakeholder Forum after Rio+20. We all respect this decision and wish him well for the future. We thank him for everything he has done and admire him for the way he has done it. He will not be missed, because he

will always be around, still engaged in the topic, still bringing about changes and still empowering others. We expect to see much of you, Felix, but for now thank you and farewell.

Philip Dobie

Chair of the Board of Directors

Stakeholder Forum





A message from the Executive Director

I write what will be my last Annual Report message as Executive Director of Stakeholder Forum. I had the pleasure of taking up office in what was then the United Nations Environment and Development UK Committee in November 1992, as its third Executive Director. I will leave in August 2012, nearly twenty years later.

The last twenty years have been tough trying to secure the implementation of Agenda 21 and the Johannesburg Plan of Implementation. Much of the time, Stakeholder Forum has played a role in building trust amongst stakeholders, and between stakeholders and governments, to promote implementation, develop coherence, build better institutions and engage effectively in the multilateral system.

We have been the only non-government organisation to attend all UN Commissions on Sustainable Development, giving us a unique perspective which we have brought to the preparations for Rio+20.

The last year has been another successful year for the organisation. We have worked with partners to provide substance to the themes of Rio+20: the green economy in the context of poverty eradication and sustainable development, and the institutional framework for sustainable development.

The Sustainable Development Governance Network 2012, which we worked on with IUCN, ANPED and Climate and Sustainability Platform, played an important role in producing think pieces to help government and stakeholders review present governance structures and the possible changes for the future.

In particular, I would like to mention five papers that have had some impact in the preparations for Rio+20. The first is the creation of a Sustainable Development Council (SDC) of the UN General Assembly, to deal with new and emerging issues, and possibly the Sustainable Development Goals. The second is the idea of an Inter-

governmental Panel on Sustainable Development, to coordinate other science panels such as IPCC and IPBES, and any future science panels set up. The third paper highlighted the idea of a High Commissioner for Future Generations, and put forth the promotion of an International Court for the Environment. The final paper outlined the Council idea, originally put forward in a paper by Richard Sherman for Stakeholder Forum in 2007. All these ideas feature in the discussions around Rio+20.

The second area of work is on the green economy - what we call Global Transition 2012. We have been working with the New Economics Foundation and the New Economics Institute; and again we commissioned papers on key issues that need to be discussed for Rio+20. Two issues which I would like to highlight from a paper by Simon Zadek are those looking at the sustainability criteria for sovereign wealth funds and the credit rating agencies. As we finish 2011, we are starting work on green economy roadmaps, which will feature in the next Annual Report.

We have also been promoting three conventions to be launched at Rio+20. We are supporting WRIs work for a Convention on Principle 10 of the Rio Declaration, and where we can, the ETC groups' call for a Convention on New Technologies. For the third, a Convention on Corporate Social Responsibility and Accountability, we have partnered up with the Instituto Vitae Civilis from Brazil and have been working with an industry coalition of fifty companies, led by AVIVA, to show governments that this idea has broad support.

Our work with UN DESA has included a twenty-year review on the implementation of the previous commitments from Agenda 21 and the Rio Declaration, which we hope will lead to annual reviews in the future.

Stakeholder Forum is committed to sharing our knowledge of the process and training the next generation of stakeholders to engage in the multilateral system. We have conducted capacity building programmes and capacity building workshops at all the regional and global meetings for Rio+20, and will continue to do this in 2012.

I had the personal pleasure of acting as Chair of the United Nations Department of Public Information 64th NGO Annual Conference, on the theme of Sustainable Communities – Responsive Citizens. The Conference was attended by over 1500 stakeholders from governments and multilateral bodies. The Conference Chair's text played a significant role in helping stakeholders to focus on the main issues of Rio+20. The text was also submitted by the UN DPI as their formal submission to the Zero Draft for Rio+20, and recommendations from the Conference were in 24 other submissions.

Stakeholder Forum also works through its different communication systems to enable stakeholders to understand what is happening in the Rio+20 processes. We have effectively utilised new media through Facebook, podcasts, YouTube and Twitter, and through our monthly newsletter Earth Summit News. Our multi-stakeholder magazine, Outreach, is published daily at the negotiations and has been the main stakeholder newsletter since 1996. We have worked to try and make the earthsummit2012 website an easy and understandable site for stakeholders to engage in Rio+20.

Stakeholder Forum has also worked with governments at UN sponsored meetings to facilitate a discussion on the green economy (UNEP), organise a conference on IFSD (UNEP), organise a briefing for governments on the financial sector (UNEP), produce the background paper (Indonesia on IFSD), engage stakeholders (Bonn on the Nexus of water, energy and food security) and act as part of the secretariat (Monaco, Oceans).

In 2011, we saw a number of staff changes with Emily Benson moving to the Green Economy Coalition, Nicola Williams to UNDP and Hannah Stoddart to Oxfam. It was a pleasure having them as part of the team building up to Rio+20, and the support they gave to the new team as they came in was very much appreciated.

As we finish 2011, Stakeholder Forum has a dynamic and amazing team which have ensured that we have continued to play a significant role in not only Rio+20,

but also the climate negotiations, through the Water and Climate Coalition. The Coalition is a project we have managed jointly with SIWI since 2007.

As this is my last Annual Report, I would like to thank very much the four Chairs who I have had the pleasure to work with: Jonathan Porritt (1993-1996), Derek Osborn (1996-2007), Andy Binns (2007-2010) and Philip Dobie (2010-Present). The organization has benefitted considerably from their insights and leadership. I would also like to thank the chairs of the International Advisory Board: Derek Osborn (2000-2002 and 2005-Present), David Hales (2002-2005) Gwen Mahlangu (2001-2005) and Hesphina Rukardo (2001).

Over the last twenty years, I have had the pleasure to work with some excellent colleagues and I would like to thank in particular (excluding present staff); Toby Middleton, Rosalie Callaway, Jennifer Peer, Rosie Bilton, Hannah Stoddart, Richard Sherman, Emily Benson, Rosie Bilton, Nicola Williams, Mehjabeen Price, Megan Howell and Zak Bleicher.

I have also enjoyed the support of Derek Osborn, Michael Strauss and Jan Gustav Strandenaes, as friends and colleagues who have helped me enormously over the past twenty years.

I wish my successor well and I hope they enjoy drinking coffee as much as I did.

"The future does not belong to those who are content with today, apathetic toward common problems and their fellow man alike, timid and fearful in the face of bold projects and new ideas. Rather, it will belong to those who can blend passion, reason and courage in a personal commitment to the ideals that face us all."

Senator Robert Kennedy

Felix Dodds

Executive Director
Stakeholder Forum



A Snapshot of our achievements in 2011

Global Policy and Advocacy

Rio+20

Working to help secure a new 'Rio+20' Earth Summit in 2012. Stakeholder Forum undertook the following activities:

- Set up the Sustainable Development Governance 2012 Network with IUCN, Climate and Sustainability Platform and published twenty 'think pieces' to address the Institutional Framework for Sustainable Development (IFSD). Some of the concepts addressed have been taken up in the Zero Draft submissions by governments, including: Sustainable Development Council, Intergovernmental Panel on Sustainable Development, Future Generations High Commissioner and the International Court on the Environment. Stakeholder Forum together with the Commonwealth Secretariat has produced a new book as part of the SDG2012 programme entitled: "A Pocket Guide to Sustainable Development Governance".
- SDG2012 Dialogue and Consultation: advised the Canadian Environment Network on its consultation processes in the lead up to the Rio+20 Zero Draft submission deadline. 10 civil society consultations were organised and the outcomes of these formed the basis of the networks' submission.
- Hosted a number of events on IFSD, including a conference (March) with over 200 people.
- Launched Global Transition 2012, a new coalition on the green economy in the context of poverty eradication and sustainable development with nef (new economics foundation) and the New Economics Institute. The coalition produced eleven papers to start the debate on some of the key issues and is developing the Global Transition initiative that is shining the spotlight on the many successful green economy programmes around the world.
- We also produced a paper with the Earth Charter Institute and BioRegional on Green Economy principles based on the Rio, Stockholm and Johannesburg Principles, the Earth Charter, One Planet Living and work by nef and the trade unions.

- Chairing the UN Department of Public Information 64th NGO Conference on Sustainable Societies Responsive Citizens. The chair's text played a significant role in helping stakeholders prepare their own submissions to the Zero Draft.
- Stakeholder Forum was contracted to produce for UN DESA the twenty-year review of Agenda 21 and the Rio Principles. It was also contracted to produce the background paper for the Solo IFSD meeting.
- Set up with Instituto Vitae Civilis from Brazil, A dialogue on a Convention on Corporate Social Responsibility and Accountability working with an industry coalition of fifty companies led by AVIVA (largest UK insurance company and 6th largest in the world), to show governments that this idea has broad support. The aim is to advocate Rio+20 outcomes to agree to the setting up of an Intergovernmental Negotiating Committee for a convention.

Water and Climate Coalition:

The Water and Climate Coalition is a joint initiative of Stakeholder Forum and the Stockholm International Water Institute, working with global stakeholders to identify priorities for the international water agenda, and communicate them to decision-makers. The Water and Climate Coalition has been involved in the UNFCCC since December 2008 to secure water as an item in the UNFCCC process.

Capacity Development

Training and capacity building

We developed and updated training and capacity material for the civil society community participating in the Rio+20 process, organising and carrying out training sessions in connection with all formal and informal meetings called by the UN.

The training materials were developed and approved by UN DESA by mid August, and subsequently made available on the internet through the UN DESA's Rio+20 portal.

Stakeholder empowerment

UK BOND Development and Environment Group

Stakeholder Forum is the coordinating chair for the UK environment and development stakeholders through the BOND group. Throughout 2011, the group met with the UK Government's Department for Environment, Food and Rural Affairs (Defra) to input into the UK government's approach to Rio+20 and the development of the UK policy position for Rio+20.

The BOND Rio+20 group also submitted a joint policy document to the Zero Draft process and will use this as its advocacy platform during its continued engagement with the UK, and other, governments.

Stakeholder Forum also supported Defra in organising the UK stakeholder event with Secretary of State in October and will continue to coordinate this engagement in the lead up to Rio+20.

World Bank Climate Investment Funds Partnership Forum 2011

For the second year in succession, Stakeholder Forum was heavily involved in the Climate Investment Funds (CIF) Annual Partnership Forum. As well as coordinating the self-selection process for NGOs that wished to participate and generating awareness amongst all stakeholders about the significance of the Partnership Forum, Stakeholder Forum also produced various media outputs from the event, including its daily multi-stakeholder publication Outreach.

Stakeholder Engagement for the Bonn 2011 Water, Energy and Food Security Nexus

Stakeholder Forum convened a stakeholder engagement process, on behalf of the German Federal Government, for the Water, Energy and Food Security Nexus Conference that took place from 16th to 18th November. The process aimed at providing a space for stakeholders to participate and provide input towards the outcomes of the conference, and therefore into the recommendations being brought to the Rio+20 Summit by the German government.

Sustainable Use of Oceans in the Context of the Green Economy and Poverty Eradication – Monaco 2011

Stakeholder Forum was contracted by the Principality of Monaco to support a workshop on 'Sustainable Oceans in the Context of the Green

Economy and the Eradication of Poverty'. The workshop was carried out in Monaco between November 28th and November 30th, and its outcome document became one of Monaco's contributions to the Zero Draft Document. The Stakeholder Forum team worked closely with the Foreign Office of Monaco and Monaco's Permanent Mission to the UN in New York.

The workshop focussed on three themes in the context of sustainable oceans: food security, renewable energy, and tourism. A fourth subsidiary theme was added to the agenda as an underlying issue of concern across all three issues – international oceans governance.

The objectives of the workshop were:

- To develop concrete political recommendations; and
- To promote and share best practices.

The agreed five outputs were:

- Background papers;
- Background composite paper;
- Website;
- Chairs text; and
- Overall report.

The overall outcome would be to use the work of the experts and participants, including in particular the final document in a focused manner for Rio+20.

Close to a hundred persons participated, among those were leading global experts on the three identified themes and the crosscutting governance issue. The three thematic sessions were chaired by leading global civil servants. The entire top-level leadership from the UN on Rio+20 also participated – the Secretary-General, the two Bureau Co-Chairs and the two Co-Executive Chairs.

Media and Communications

Newsletters and Magazines: Stakeholder Forum continued to produce Outreach as a daily newsletter at the Rio+20 meetings. It has now become a regular daily stakeholder newsletter at the Climate Change negotiations; in both print and web format. We also produced two monthly e-newsletters: Earth Summit Network News and Stakeholder Forum News.

At UNEP's request, Stakeholder Forum also produced four issues of a multi-stakeholder Blue

Diamond newsletter for the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities. The newsletter included articles by and for stakeholders involved in projects and programmes in land and coastal management.

Websites: We manage a number of websites: Stakeholder Forum (www.stakeholderforum.org), Earth Summit 2012 (www.earthsummit2012.org), Water and Climate Coalition (www.waterandclimatecoalition.org), Monaco Oceans Conference (www.bemonaco2011.org) and the Convention on Corporate Social Responsibility and Accountability (www.csrdialogue2012.org), the Global Transition (www.globaltransition2012.org)

Social Media: We operate a number of new media outlets including Facebook, Twitter, podcasts and YouTube.

Books: Our 12th book in fourteen years, Biodiversity and Ecosystem Insecurity, was launched at the CBD meeting in November 2011. It was edited by Ahmed Djoghla and Felix Dodds. It gathers contributions from government Ministers, UN Heads of Agencies and programmes, and stakeholders on some of the challenges, emerging issues and policy questions regarding biodiversity and ecosystem demands. In 2012, the 13th book Only One Earth, written by Felix Dodds, Maurice Strong and Michael Strauss will be out just before Rio+20 – it will review the last forty years and the challenges ahead.

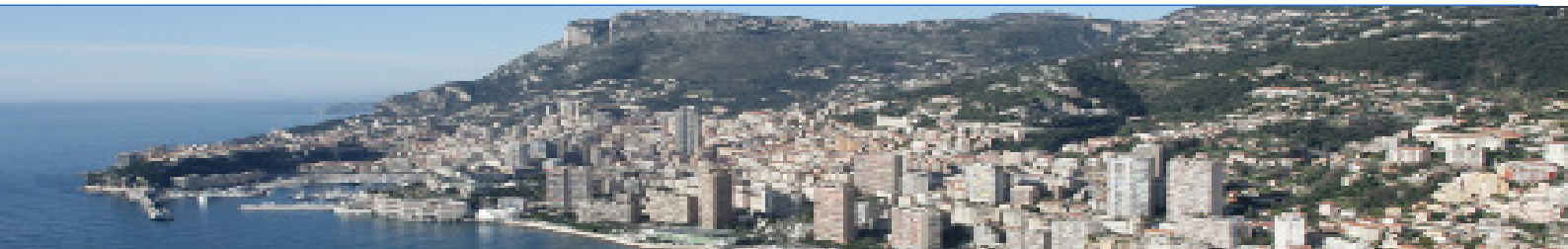
Stakeholder Forum in the Media: Our work on Rio+20 was recognised by a number of newspapers and magazines. Our aim is to engage the media in the Rio+20 process and drive momentum behind the discussions. Our work has been mentioned or published in a variety of media outlets, ranging from the mainstream BBC News website and The Guardian, to the more specialised CSRwise and Global Briefing.

earthsummit2012 Stakeholder Forum



Global Policy & Advocacy

Rio+20: Stakeholder Forum has been involved in preparations for Rio+20 since May 2008, following the speech by the Brazilian President Lula at the UN General Assembly in September 2007, calling for a new Earth Summit in 2012. In May 2008, the Stakeholder Forum International Advisory Board asked Stakeholder Forum to work with Brazil on promoting a new Earth Summit.



Rio+20

In November 2008, **Stakeholder Forum** hosted a workshop in San Sebastian on what an Earth Summit might address. The outcome was the Donostia Declaration.

In December 2009 the UN General Assembly agreed to host a new Summit in 2012.

Working to help secure a new 'Rio+20' Earth Summit in 2012. **Stakeholder Forum** undertook the following activities

Institutional Framework for Sustainable Development:

- To address the Institutional Framework for Sustainable Development (IFSD) Stakeholder Forum set up the Sustainable Development Governance 2012 Network with IUCN, Climate and Sustainability Platform and published twenty 'think pieces'. Some of the concepts discussed have been taken up in the Zero Draft submissions by governments, including: Sustainable Development Council, Intergovernmental Panel on Sustainable Development, Future Generations High Commissioner and the International Court on the Environment. Stakeholder Forum together with the **Commonwealth Secretariat** has produced a new book as part of the SDG2012 programme entitled: "A **Pocket Guide to Sustainable Development Governance**".
- The Network organised a number of events at the preparatory sessions for **Rio+20** and at **UNEP Governing Council**. Most notably, a conference was organised with **UNEP** in March, with over 200 people attending.
- For the Indonesian sponsored government meeting on IFSD, **Stakeholder Forum** was asked to draft the background paper. This paper played a significant role in promoting the ideas of the **Sustainable Development Council**, the **Intergovernmental Panel on Sustainable Development** and the **Convention on Corporate Social Responsibility and Accountability**.

In the UK, **Stakeholder Forum**, with the **International Court for the Environment Coalition (ICE)** and in partnership with the law firm DLA Piper, held a **Rio+20** event for UK stakeholders. This was timed shortly before the deadline of the Zero Draft submission to help stakeholders share ideas (the ICE amongst others) and come to common views on issues, thereby strengthening the voice of UK civil society. The Chair of the **Parliament's Environmental Audit Committee** (Joan Walley) was the keynote speaker.

BOND Rio+20 UK Development and Environment Group:

Stakeholder Forum continues to be the organisational secretariat of a large democratic group of UK NGOs, in which over 25 organisations work closely together to develop a strong and coherent UK civil society advocacy plan on a range of sustainable development and environment issues.

Much of the Group's work has focused on engaging with Defra, as the UK government's official Department working on Rio+20, in an attempt to secure strong and meaningful UK commitments during the preliminary negotiations and at the Summit itself. In November, the Group made its unique submission to the UNCSD 2012 Zero Draft process and continues to meet with Defra on a regular basis to further develop the UK's role in achieving the desired outcomes from Rio+20.

Green Economy in the context of Poverty Eradication and Sustainable Development:

In January, UNEP asked Stakeholder Forum to organise a workshop with government missions to look at the Green Economy.

Also in January, ANPED, World Future Council, nef (new economics foundation) and with support from Stakeholder Forum, organised a two day conference on the green economy.

In February, Stakeholder Forum, the Earth Charter Institute and BioRegional produced a paper on Green Economy principles based on the Rio, Stockholm and Johannesburg Principles, the Earth Charter, One Planet Living and work by nef and the trade unions.

In July, nef, Stakeholder Forum, and later joined by the New Economics Institute, became partners in the Global Transition 2012 Initiative. The Initiative has launched a new coalition on the green economy in the context of poverty eradication and sustainable development and has produced eleven Challenge Papers to start debate on some of the key issues.

Global Transition 2012:

The Global Transition 2012 Initiative is working with a range of partners and collaborators to feed into the Rio+20 during the preparatory months – both through focused dialogue sessions and other events, such as the 2nd Earth Debate on 'Beyond GDP' in February 2012, organised by Stakeholder Forum, The Natural History Museum and British Council.



October, Stakeholder Forum organised an afternoon workshop at Bloomberg for the UNEP Finance Initiative on 'the role of the finance sector in the Green Economy'. The event was attended by over 20 government missions, as well as representatives of the financial, banking and insurance industry. Discussions focused on the policy solutions that would drive the transformation of the financial sector required to achieve the green economy.

Green Economy Dialogue:

In October, Stakeholder Forum and the new economics foundation organised a Dialogue on the Challenge Papers, hosted at the New Economics Institute in New York. This one day event brought together 25 leading authors and peer reviewers of the Papers, as well as other experts, to discuss the ideas and proposals that have been developed from the Challenge Papers, and build on the existing work done on the principles of the Green Economy by Stakeholder Forum and BioRegional.

Presentation to governments and UNDESA:

Following the dialogue, a core advocacy group presented initial findings from the dialogue to the Rio+20 secretariat (UN DESA), as well as G77 missions and members of the Rio+20 bureau. This was an opportunity to test the robustness of the outputs from the dialogue.

Stakeholder Forum Zero Draft submission:

The emerging principles and policy recommendations, from both the work streams of Global Transition 2012 and Sustainable Development Governance 2012, formed the basis of the Stakeholder Forum submission to the Rio+20 Zero Draft. The Zero Draft will form the basis of the negotiating text for the Rio+20 preparatory meetings, held between January and May 2012, resulting in the various outcomes of the Summit itself.

Convention on Corporate Social Responsibility and Accountability:

Since October, we have been working with Instituto Vitae Civilis from Brazil on a project to promote an Intergovernmental Negotiating Committee for a Convention on Corporate Social Responsibility and Accountability (CSRA) in Rio+20. To do this, we have set up a global dialogue among corporations, civil society organisations and existing corporate social responsibility initiatives in order to build consensus on the content and format that such a Convention should have.

DIALOGUE ON A CONVENTION for Corporate Social Responsibility and Accountability



In November, we launched the Dialogue's website: <http://www.csradiologue2012.org/> and set up an International Advisory Board composed of individuals and organisations from the private sector, civil society and corporate social responsibility initiatives. We have also partnered with initiatives working towards Rio+20, such as the AVIVA coalition and the Rio 20+20 Compact.

Future activities include a series of events on the dialogue on CSRA during relevant Rio+20 preparatory meetings, and gathering inputs from different stakeholders on the CSRA elements that should be part of a convention.

UN DPI 64th Conference – 'Sustainable Societies – Responsive Citizens':

Executive Director Felix Dodds was selected by the UN DPI NGO Executive to chair the conference. Through this role, he also was the co-chair of the organising



committee. Stakeholder Forum added some interesting changes to the way the conference was run and successfully fought for:

- Government respondents to attend the plenary panels;
- capacity building and training sessions on lobbying;
- special Youth stand-alone events;
- UN security – NGO party;
- experts group to be international not just New York based; and
- a 'Chair's' outcome text.

This three day conference was attended by over 1500 stakeholders and was supported by not only UN DPI but also UNEP, UN DESA and UNV. The Chair's text played a significant role in helping stakeholders prepare their own submissions to the Zero Draft.

Agenda 21 and Rio Declaration Review:

The United Nations Division of Economic and Social Affairs (UN DESA) commissioned Stakeholder Forum to undertake a review to provide an assessment of the progress and gaps made in the implementation of two key Rio outcomes; Agenda 21 and the Principles of the Rio Declaration. The study comprises three outputs:

- detailed review of progress in implementation of the Rio Principles;
- detailed review of progress in implementation of Agenda 21; and
- synthesis report on implementation of Agenda 21 and the Rio Principles.

Water and Climate Coalition:

The Water and Climate Coalition (WCC) brings together stakeholders from the global water and climate community to promote progressive and integrated international water and climate change policy. WCC currently consists of 14 members and 2 collaborative partners. Members of the Coalition are: Cap-Net, Chartered Institute for Water and Environmental Management, Green Cross International, Freshwater Action Network, IUCN, Instituto Ipanema, International Water Association (IWA), Progressio, Stakeholder Forum, Stockholm International Water Institute, University of North Carolina, The Nature Conservancy, World Wide Foundation (WWF). Collaborative partners are: Global Water Partnership (GWP), Cooperative Programme on Water and Climate (CPWC) and CONAGUA.

In the lead up to the Climate negotiations in Durban, Stakeholder Forum worked with SIWI, as well as other partners, in organising two significant events: a Water, Climate

Right: Felix Dodds with Achim Steiner at the 64th UN DPI NGO Conference in Bonn



and Development Day and a high-level ministerial panel.

WCC also began implementing its own advocacy strategy for the policy aspects of the negotiations, with an aim to further integrate water into the negotiations.

Water at UNFCCC

During the UNFCCC COP in Durban, the Water and Climate Coalition guest edited a copy of Outreach magazine, with a theme on Water. This was an excellent opportunity to raise the profile of Water as an issue in the negotiations and in a range of contexts. Following the themes of the Water, Climate and Development Day, there was an emphasis on the integration of these key issues, as well as providing a platform for the key messages from the Day to be presented to the COP participants and negotiators.

The Water Outreach can be found on the website here: <http://www.stakeholderforum.org/sf/outreach/index.php/cop17day10home>

In addition, there were numerous podcasts recorded that were focused on water, including interviews with H.E. Tumusiime Rhoda Peace, African Union Commissioner, Dr. Ania Grobicki, Global Water Partnership and Carlos Manuel-Rodriguez, Conservation International.

Stockholm Water Week

In August 2011, Stakeholder Forum represented the Water and Climate Coalition at the Stockholm Water Week and the WCC Annual meeting affirmed the success and strength of the Coalition.



Top: Anders Bertil Executive Director of Siwi at the Water Climate and Development Day at COP17 Durban

Bottom: Dr. Anja Grobicki, Executive Secretary of the Global Water Partnership interviewed for Outreach magazine at the Water Climate and Development Day



All publications, joint statements and press released from the Water and Climate Coalition are available online via the website: <http://www.waterclimatecoalition.org>

Capacity Development

Capacity Development is led by Jan-Gustav Strandenaes, in his position as Senior Policy Adviser for Stakeholder Forum, in addition to his role as Major Group Organising Partner for the NGOs.



Jan-Gustav both developed and updated the training and capacity material for the civil society community participating in the Rio+20 process, organising and carrying out training sessions in connection with all formal and informal meetings called by the UN for the Rio+20 process, as well as working on and developing issues around the International Framework on Sustainable Development.

Feedback from participants has been positive and the training sessions and their content has been met with approval from UN DESA, as well as the participating members of civil society. Materials from the sessions are available on the UN DESA website.

Capacity building and training sessions at Regional Preparatory Meetings (RPMs)

Five training sessions were held to precede the five Regional Preparatory Meetings (RPMs) held by the UN:

- **Regional Preparatory Meeting for Latin America and the Caribbean, ECLAC**
7 Sep 2011 - 9 Sep 2011, Santiago, Chile
- **Regional Preparatory Meeting in the Arab Region, ESCWA and partners**
16 Oct 2011 - 17 Oct 2011, Cairo, Egypt
- **Regional Preparatory Meeting for Asia Pacific Region, ESCAP**
19 Oct 2011 - 20 Oct 2011, Seoul, Republic of Korea
- **Regional Preparatory Meeting for Africa Region, ECA and partners**
20 Oct 2011 - 25 Oct 2011, Addis Ababa, Ethiopia
- **Regional Preparatory Meeting for ECE Region, ECE**
1 Dec 2011 - 2 Dec 2011, Geneva, Switzerland

Training was also conducted for two days at the UNDP conference and the November meeting of the UN Convention on Biological Diversity. The former in collaboration with UNDESA and UN NGLS.

Major Group meetings were held on the morning of each RPM, prior to the start of official proceedings. These meetings were chaired by the national/regional representative of the OPs, assisted by Jan-Gustav Strandenaes.

The training sessions provided the members of major groups with the necessary understanding of process to have an impact on the government delegations, and help them understand and respect civil society to a degree that many said had not existed before. Through this understanding the statements made by all the nine major groups at each RPM were reflected in the regional outcome documents – a first, if we are to believe the feedback that we received, for the regional offices of the UN.

Trainers

Stakeholder Forum employed some extra assistance to deliver the training sessions. Dr. Muhammad al-Sayrafi was identified by Jan-Gustav Strandenaes as a trainer to work with Stakeholder Forum in Cairo for ESCWA. Dr. Muhammad al-Sayrafi was trained by Stakeholder Forum to deliver the session. Jan-Gustav also tailored a complete set of materials to fit the challenges of the Cairo meeting.

For the training session in Geneva, Stakeholder Forum International Advisory Board member Don Edwards from Justice and Sustainability Inc provided the training.

National Sustainable Development Councils

In December, Felix Dodds and Jan-Gustav Strandenaes held several meetings with key members of UN DESA, mapping their interests and building an overview of the available resources. A meeting of Councils is being planned for March 2012, with a two day follow-on conference in June in connection with the Rio+20 Summit.

Jan-Gustav also gave keynote speeches and participated in two workshops on the Councils and Rio+20. The first was the EEAC Annual Meeting in Breslau, Poland (September 15th- 17th), and the second was the Environment and Sustainable



Stakeholder Engagement and Empowerment

World Bank Climate Investment Funds (CIF) 2011 Partnership Forum

The Climate Investment Funds (CIFs) are financing instruments which help developing countries pilot low-carbon and climate-resilient development.

Development Network in Berlin (October 27th-28th).

The finance is channelled to 46 developing countries through the African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank, and World Bank Group. The four programme areas of the CIFs are clean technology, sustainable management of forests, increased energy access through renewable energy and climate-resilient development.

The annual Partnership Forum represents a chance for CIF stakeholders to meet and exchange best practices, challenges, comment on its effectiveness, and to suggest how it may be improved to help to shape the planning and implementation of future CIF programs and projects. For the second year in succession, Stakeholder Forum was heavily involved in the Partnership Forum. Specific roles included:

- Facilitating a self-selection process for NGOs, supporting the development of a criteria for selecting representatives to be funded to attend the meeting; and
- generating awareness amongst all stakeholder groups of the CIF 2011 Partnership Forum.

During the CIF 2011 Partnership Forum, Stakeholder Forum also:

- moderated the Civil Society Organisation Panel and reported on the session's key findings;
- produced Outreach, a daily multi-stakeholder publication featuring articles on the CIF's key programme areas; and
- produced a series of podcasts live from the CIF 2011 Partnership Forum, which were shared amongst stakeholders unable to attend the conference.

Stakeholder Engagement for the Water, Energy and Food Security Nexus Conference – Bonn

From June to November, Stakeholder Forum convened a stakeholder engagement process, on behalf of the German Federal Government, for the Water, Energy and Food Security Nexus Conference. The conference took place from the 16th to 18th November, with the objective of bringing together stakeholders from the water, energy and food sectors to develop an understanding of the interdependencies between these three securities, and provide recommendations that will be brought by the German government to the Rio+20 Summit, as part of the Green Economy discussions.

Stakeholder Forum's role was to facilitate a space for stakeholders to express their views and formulate recommendations on how to address the interlinkages of water, energy and food security and therefore, contribute to the conference's outcomes. For this purpose, Stakeholder Forum organised the following activities:

- Set up an international advisory group which included representatives from development and environmental NGOs, trade unions, indigenous peoples, women's groups, farmer organisations, scientific community and local governments.
- Organised three regional consultations at the UN NGO/DPI Conference (Bonn, September 3rd), the Africa Regional Preparatory Meeting for Rio+20 (Addis Ababa, October 19th) and the Asia-Pacific Regional Preparatory Meeting for Rio+20 (Seoul, October, 20th).
- Conducted an online Global Consultation in English and Spanish.



Left: Hannah Stoddart, Stakeholder Forum and Matthew Wyatt, DFID, discussing the role of the Climate Investment Funds

- Coordinated the attendance of representatives of civil society organisations and social movements across different regions, expertise, and constituency in the conference.
- Organised two sessions during the first day of the Bonn2011 Nexus conference: The Global Panel: the Human Rights Perspective for the Nexus, where representatives of governments and civil society responded questions from the audience (online and from the floor), and the Nexus Café, a series of roundtable discussions where different stakeholder groups introduced case studies, topics and approaches relevant for the water, energy and food nexus.
- Facilitated stakeholder participation and influence during the preparatory phase and during the conference's days by providing information, gathering input for conference documents and submitting these views to the conference co-chairs.

Sustainable Use of Oceans in the Context of the Green Economy and Poverty Eradication – Monaco

Stakeholder Forum was contracted to help the Principality of Monaco to organise a workshop on 'Sustainable Oceans in the Context of the Green Economy and the Eradication of Poverty' in Monaco, November. The workshop drew together key stakeholders from government, representatives from UN Agencies and Programmes, and experts and key people associated with Rio+20. The conference had two objectives:

1. to develop concrete political recommendations, and
2. to promote and share best practices.



The workshop focused on three themes in the context of sustainable oceans: food security, renewable energy, and tourism plus the crosscutting issues of oceans governance. The final outcome document became one of the Principality's contribution to the Zero Draft of Rio+20. Five output areas were also agreed upon as central to the workshop and its outcome:

1. developing of background papers;
2. composing a background composite paper;
3. establishing and running a website;
4. contributing to and helping edit the Chairs' text; and
5. being responsible for the final overall Report.

The feedback received by Monaco and Stakeholder Forum received indicated that the workshop has come to play a key role in framing the discussion on the 'blue economy' and its contribution to the Rio+20 outcome document.

Stakeholder Forum in particular helped with policy and logistics, as well as responsibility of identifying the experts, and identifying the focus of the thematic content with the task of instructing the experts authoring authoring papers, including editing the papers for final use.

Left: BBC Environment Correspondent Richard Black moderating the Global Panel at the German Government Bonn Nexus Conference

Top: Prince Albert of Monaco and Thematic Chairs at Blue Economy Conference, Monaco



Media and Communications

Communicating Sustainable Development

With an aim to further build on and broaden discussions around sustainability, our communications activities form a central part of all our projects, and with Rio+20 fast approaching we have been further building momentum around the discussions.

With this in mind, this year we have expanded existing online media and developed new websites, published a diverse range of magazines and newsletters, driven discussions through blogs, Twitter and Facebook, and published opinion pieces in both the mainstream and trade press.

Magazines: This year, Stakeholder Forum printed daily editions of our Outreach Magazine at the Climate Investment Funds (CIF) Partnership Forum, UNFCCC's COP 17 and UNCSD's 2nd Rio+20 Intersessional Meeting. Building on the previous success of the magazine, the design for both the print and web editions was revamped and coverage on the website was expanded with a range of video podcasts. After two weeks of in depth coverage at COP 17, Outreach then acted as a bridge for discussions from COP 17 to Rio+20, with a combined edition published in New York. Working closely with our supporting partners, UN Women, nrg4SD, BioRegional, The Irish National Sustainable Development Council and Skanska, we published over 100 articles in the less than 3 weeks, bringing to print the insights from multi-stakeholders who were previously unheard.

Newsletters: Stakeholder Forum produces 2 regular newsletters which are distributed to our networks of around 20,000 subscribers. This includes Earth Summit Network News, a fortnightly update on Rio+20 and Stakeholder Forum news a monthly update on Stakeholder Forum's activities. Additionally Outreach was disseminated via email at all Rio+20 Preparatory meetings and at COP17 Durban.

Media: Stakeholder Forum's work in driving media interest and coverage has resulted in a broad series of news clippings, predominantly focusing on Rio+20. Our articles published on the BBC News website included a piece by Felix Dodds and Maurice Strong on 'Reviving the spirit of Rio'. Felix continued the discussion on Rio+20 in interviews with The Society for International Development and Global Briefing. Stakeholder Forum also published a Letter from UK NGOs to the British Prime Minister calling for leadership on Rio+20, which was covered in The Guardian. Finally, our work on Climate Change and Water

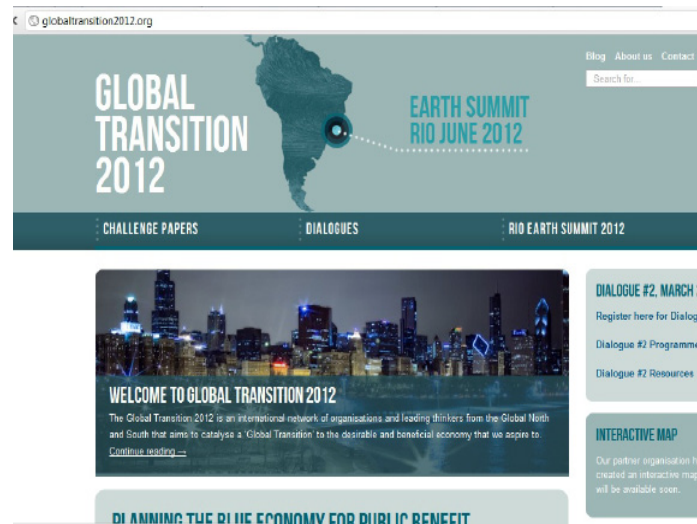
was recognised by a number of newspapers and magazines.

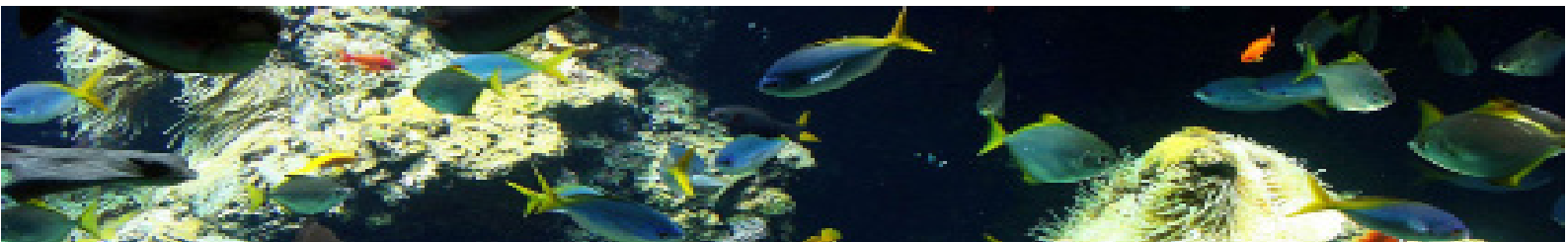
Podcasts: With an aim of expanding our coverage, this year Stakeholder Forum produced a number of radio and video podcasts from various intergovernmental meetings and in-house at our offices. As part Outreach's outputs at the Climate Investment Funds 2011 Partnership Forum in Cape Town, South Africa, Stakeholder Forum recorded roundtable discussions with representatives from NGOs, Indigenous Peoples groups, the Private Sector and the World Bank. The same roundtable format was used for Earth Debates, a series of podcasts on the Green Economy. A series of video interviews were also produced at the Monaco Blue Economy 2011 and at COP17 Durban with a broad range of stakeholders.

Web Sites: Stakeholder Forum continues to host Earthsummit2012.org ; the principal unofficial Rio+20 website. Between November and December 2011 the Earth Summit website received roughly 18,300 visits. This is an increase of 10,000 visits compared to January-February 2011. Nearly 72% of this traffic is generated by new visitors, spanning six continents.

As well as Stakeholder Forum's dedicated website there are now also websites for the following projects:

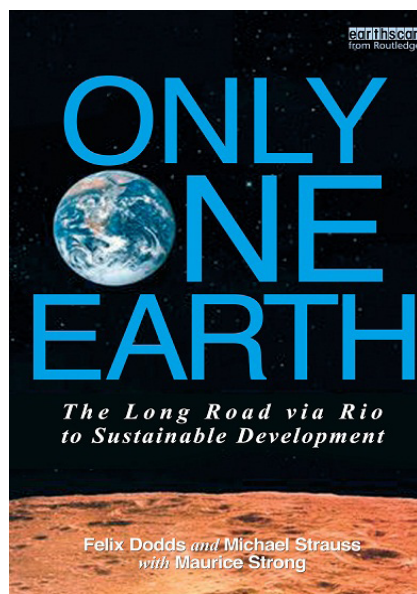
- Water Climate Coalition
- Outreach
- Dialogue for a Convention on Corporate Social Responsibility and Accountability
- Global Transition 2012
- Blue Economy Monaco 2011





Stakeholder Forum has published twelve books in 12 years and is working on its thirteenth 'Only One Earth' by Maurice Strong, Felix Dodds and Michael Strauss:

- The Way Forward - Beyond Agenda 21 (1997);
- Earth Summit II – Analysis and Outcomes (1998);
- Poverty and Plenty – A UK Human Development Report (1999);
- Earth Summit 2002 - A New Deal (2000 and 2002);
- Multi-stakeholder process on Governance and Sustainability (2002)
- Plain Language Guide to WSSD (2004);
- Governance and Sustainability (2004);
- How to Lobby at Intergovernmental Meetings (2004 and 2006);
- Human and Environmental Security – An Agenda for Change (2005 and 2007) nominated for Environmental Book of the Year;
- Negotiating and Implementing MEAs (2007);
- Climate and Energy Insecurity (2009);
- Biodiversity and Ecosystem Insecurity (2011).
- Only One Earth (2012).



Stakeholder Forum Papers and Briefings:

In 2011, Stakeholder Forum with others produced the following reports and publications:

Global Transition 2012

As part of Phase I activities Stakeholder Forum and **nef** commissioned 11 'Challenge Papers' to feed into the Zero Draft policy process. As the green economy discussion in Rio+20 will include detailed discussions about new '**sustainable development goals**', the Challenge Papers commissioned reflected the key areas that the SDGs will focus on:

Four overall thematic papers (horizontal aspects of the Global Transition)

- Green Economy (overall) – Tim Jenkins and Andrew Simms
- Global Inequality - David Woodward , Saamah Abdallah
- Beyond GDP - Charles Seaford , Sorcha Mahoney1, Mathis Wackernagel , Joy Larson2, Réne Ramírez Gallegos
- One Planet Living - Sue Riddlestone

Sectoral thematic papers (vertical aspects of the Global Transition)

- Blue economy (oceans and fisheries) - Rupert Crilly , Aniol Esteban 8
- Global Trade and outsourced emissions - Guy Shrubsole
- Green Jobs and Skills - Anabella Rosemberg with Philip Pearson (TUC)
- Energy resources and services - Viki Johnson , Niclas Hälström
- Sustainable Agriculture and Food security - Aksel Nærstad
- Global Finances and Banking - Simon Zadek
- Valuing Natural Capital and Biodiversity/ Ecosystems Services - Oliver Greenfield as Coordinator of the Green Economy Coalition

The new economics foundation and Stakeholder Forum managed and coordinated the production of the think pieces and commissioned identified experts to author and peer review the papers. The findings and recommendations from the think pieces will form the basis of formal and informal advocacy during the preparatory sessions towards Rio+20 (Phase II of the Global Transition initiative).

Sustainable Development Governance Network 2012 (SDG2012)

SDG2012 is Stakeholder Forum's programme on Sustainable Development Governance (SDG) towards Rio+20 in line with one of the conference's two themes - Institutional Frameworks for Sustainable Development. The programme includes our work as the Secretariat for the Sustainable Development Network which is managed by the Climate and Sustainability Platform, ANPED and IUCN. Our programme and our work with the Network seek to make a contribution to the Institutional Framework for Sustainable Development theme of Rio+20. The SDG2012 programme included 19 think pieces:

- Sustainable Development Councils at National and Sub-National Levels Stimulating Informed Debate: Stocktaking - Ingeborg Niestroy
- SCP Governance, Sustainable Consumption and Production Governance: A Guide towards Rio+20 - Uchita de Zoysa
- A Preliminary Examination of the Possibilities for the Institutional Representation of the Interest of Future Generations and Environmental Protection within the System of the United Nations - Horváth Luca Kornélia, Office for the Hungarian Parliamentary Commissioner
- Lessons from GATT/WTO for enhancing UNEP - Alejo Etchart, Environmental Consultant and Advisor to Stakeholder Forum
- Sustainable Development Governance and a Sustainable Development Board - Mohammed T. El Ashry, Senior Fellow UN Foundation
- Ombudspersons for Future Generations as Sustainability Implementation Units - Dr. Maja Göpel, Director Future Justice, World Future Council
- A Council for Sustainable Development: A possible outcome of the Rio+20 Process – Jan-Gustav Strandeneas
- Enabling a Flourishing Earth: Challenges for the Green Economy, Opportunities for Global Governance - Klauss Bosselmann, Peter Brown and Brendan Mackey
- Breaking the International Environmental Governance Deadlock: Lessons from Other Regimes - Johannah Berstein
- Global Governance in the 21st Century: Rethinking the Environmental Pillar - Dr. Maria Ivanova, UMASS
- Sustainable Development Governance Towards Rio+20: Framing the Debate – Jan-Gustav Strandeneas
- Greening the International Financial Institutions (IFIs): Finance for the next decades sustainable development - Kirk Herbertson, WRI
- Environmental Institutions for the 21st Century - An International Environmental Court - ICE Coalition
- Enhancing Science-Policy Links for Global Sustainability - Peter Bates PhD and Gisbert Glaser PhD
- Reforming Global Environmental Governance: The Case for a United Nations Environment Organisation - Frank Biermann
- Transforming the International Monetary System: A crucial “new and emerging challenge” for the Rio 2012 Earth Summit - Frans Verhagen
- A Brief Thought Piece: An evolutionary perspective on Sustainable Development Governance - Tom Jacob
- Embarking on Global Governance: Thoughts on the inclusion of local - Konrad Otto-Zimmermann
- Moving from Principles to Rights - David Banisar, Article 19, Lalanath de Silva and Carole Excell, The Access Initiative, WRI

Water and Climate Coalition

All the Water and Climate Coalition documents are available on the Water and Climate Coalition website: <http://www.waterclimatecoalition.org/publications>

- WCC policy positions for COP 17 (December 2011)
- Report of the Water, Climate and Development Day (December 2011)
- Key messages from Water, Climate and Development Day (December 2011)
- Discussion Paper on a Work Programme on Water under the UNFCCC (November 2010)
- Key stats and Facts on Water and Climate Change (November 2010)
- Water and Climate Roadmap (October 2010)

Bonn Water, Energy and Food Security

Website:

- Stakeholder Section on the Bonn2011 Conference website: <http://www.water-energy-food.org/en/stakeholders.html> which includes a blog, news and stakeholder consultations sections.

Videos:

- Interview: Elizabeth Thompson, Executive Coordinator for Rio+20
- Global Panel: The Human Rights Perspective for a Nexus Approach
- Nexus Café: interviews on community level experiences on water, energy and food.

Monaco

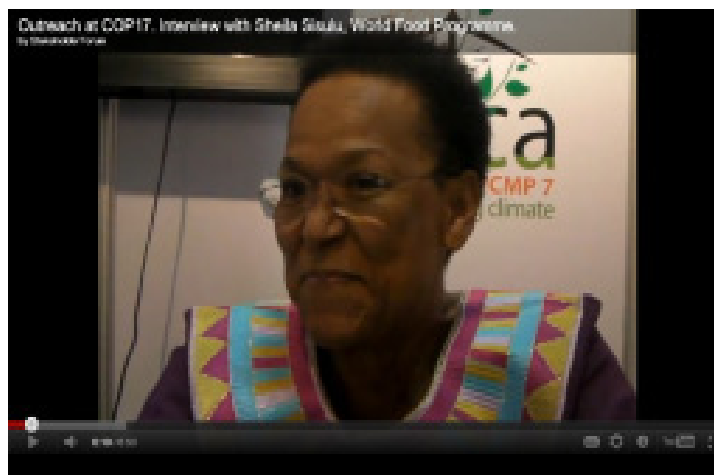
Website: Stakeholder Forum designed and administered the official website for the 2011 Monaco conference on Sustainable Use of Oceans in the Context of the Green Economy and Poverty Eradication: <http://bemonaco2011.org/>. The website includes a full catalogue of content from the conference, including key papers and media outputs.

Videos: Stakeholder Forum undertook interviews with a large number of participants, including several of the Rio+20 Secretariat, all of which feature on the Conference website.

Top: Leo Brewster, Director, Coastal Zone Management Unit Barbados. Interviewed at BeMonaco 2011

Middle: Sheila Sisulu, Deputy Executive Director, World Food Programme. Interviewed for Outreach Live

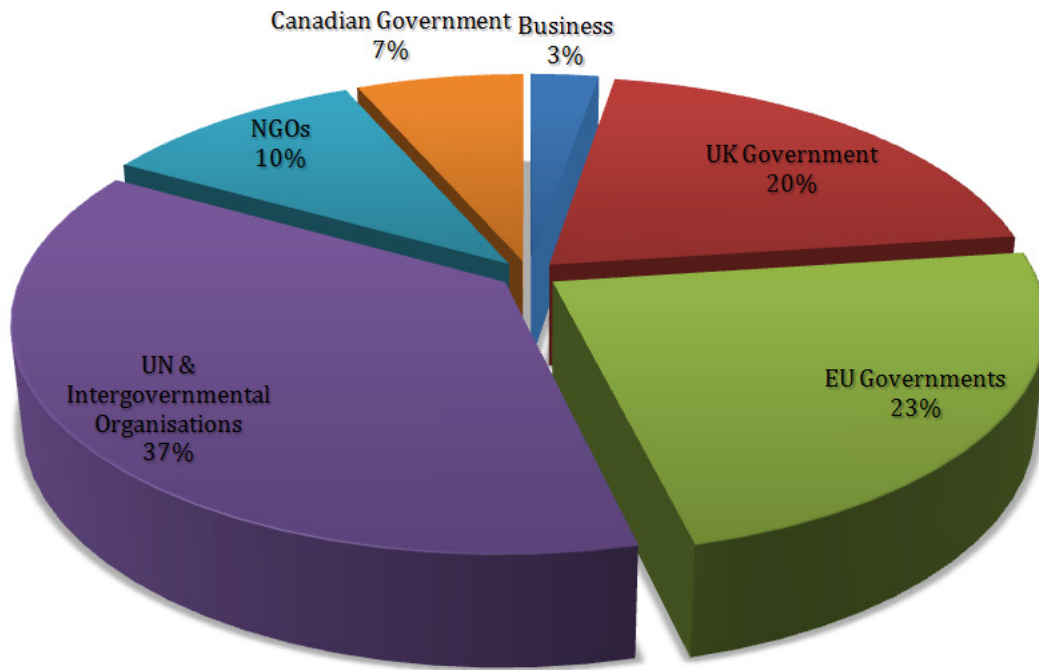
Bottom: L - R John Parrotta, International Science Policy Analyst, US Forest Service, Christoph Wildburger, Coordinator, Global Forest Expert Panels, IUFRO, Nicholas King, Executive Secretary, Global Biodiversity Information Facility. Featured in Outreach



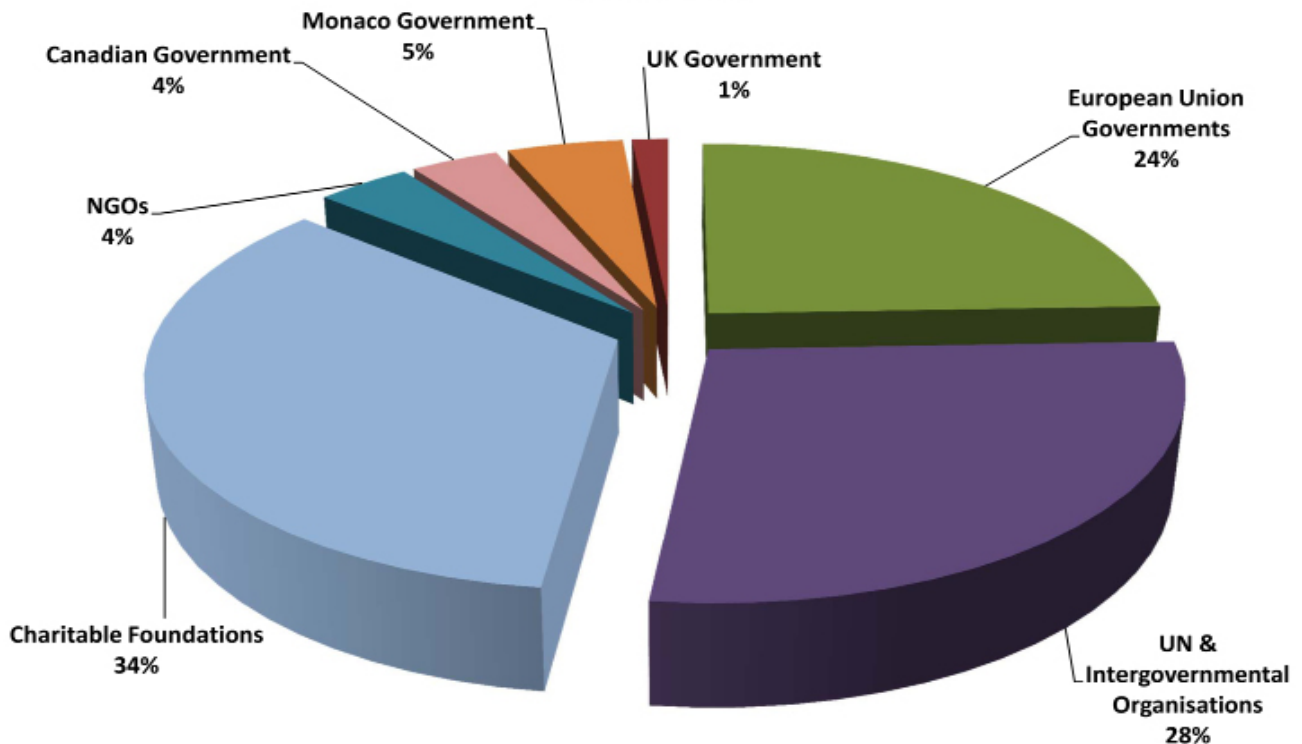


Financial Snapshot

2010 Income



2011 Income



INTERNATIONAL ADVISORY BOARD MEMBERS

NGOs

Arab Network for Environment & Development - RAED
 ANPED
 Centro de Estudios Ambientales
 CIVICUS: World Alliance for Citizen Participation
 Climate and Sustainability platform
 Consumers Int
 Development Alternatives
 Environment Development Action in Africa ENDA
 Environment Liaison Centre International
 Greenpeace
 International Council for Social Welfare
 Justice & Sustainability Associates LLC
 National Research Defence Council
 Society for Participatory Research in Asia
 Tearfund
 US National Wildlife Federation
 World Information Transfer-WIT
 WWF International

Business and Industry

International Chamber of Commerce
 World Business Council for Sustainable Development

Trade Unions

Global Unions

Scientists

International Council for Science

Intergovernmental

IUCN

UNEP

Research & Policy

CIEL

International Institute for Sustainable Development
 Reporting Services

The World Resource Institute

Youth

CSD Youth Caucus
 Peace Child International

Farmers

World Farmers

Religious Groups

National Spiritual Assembly of the Baha'is of the United States

Women

Commonwealth Women's Network

DAWN

Huairou Commission

Women's Environment & Development Organisation

Network of NGOs of Trinidad & Tobago for the Advancement of Women

Local & Regional Government

The Climate Group

International Council for Local Environmental Initiatives

Network for regional government for sustainable development

Education

Earth Charter International

Media

Earth Media

Media Impact

Individuals

Michael Dorsey

Genevieve Verbrugge

Vice Presidents

Henrique Cavalcanti

Juan Mayrm

Bedrich Moldan

Mostafa K. Tolba

Simon Upton



Stakeholder Forum Staff & Governance

Core staff

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Farooq Ullah, Head of Policy and Advocacy (Canadian, based in UK)

Jan Gustav Strandenaes, Senior Policy Advisor (Norwegian, based in Oslo)

Jeannet Lingan, Senior Project Officer (Peruvian, based in UK)

Kirsty Schneeberger, Senior Project Officer (British, based in UK)

Georgie Macdonald, Project Officer (British, based in UK)

Ajay Vasa, Finance Manager (Kenyan, based in UK)

Thomas Harrison, Web Officer (British, based in UK)

Jack Cornforth Project Assistant (British based in UK)

Rosie Bilton, Finance Director (British, based in UK on maternity leave)

Hannah Stoddart, Deputy Director (British, based in UK until September 2011)

Emily Benson, Policy Project Officer (British, based in UK until May 2011)

Nicola Williams Senior Project Officer (Australian, based in UK until September 2011)

Andrew Shaw, Project Assistant (British, based in UK until July 2011)

Consultants

Richard Sherman, Governance Consultant (South African, based in South Africa)

Maria Figueroa Kupcu, Stakeholder and Strategic Consultant (American, based in USA)

Katya Wowk (American, based in Washington)

Stephen Mooney Research Assistant (Irish based in UK)

Matt Boms (American, based in the USA)

Maliha Muzammil (Bangladeshi, based in UK)

Sara Svensson (Swedish, based in Sweden)

Beth Harrison (British, based in UK)

Paul Heigl (British, based in UK)

Emma Norris (British, based in UK)

Ian Fenn (British, based in the UK)

Nicola Peart (British, based in the UK)

Isabel Bottoms (British, based in the UK)

Robert Clews (British, based in the UK)

Interns

Martin Walker (February – August)

Margaret Dantas Araujo (May – August)

Emma Mullins (May – August)

Nicholas Allen (September – December)

Matthew Reading-Smith (September – Present)

Amy Cutter (October – Present)

Stakeholder Forum Board of Directors:

Stakeholder Forum is governed by a Board of Directors. The current members of the Board of Directors are:

Philip Dobie (Chair)

Emmanuel Lebaut

Craig Jones

Mehjabeen Price

Craig Bennett (Vice Chair)

Felix Dodds

Philippa Drew

Charles Nouhan

Derek Osborn ex official as President