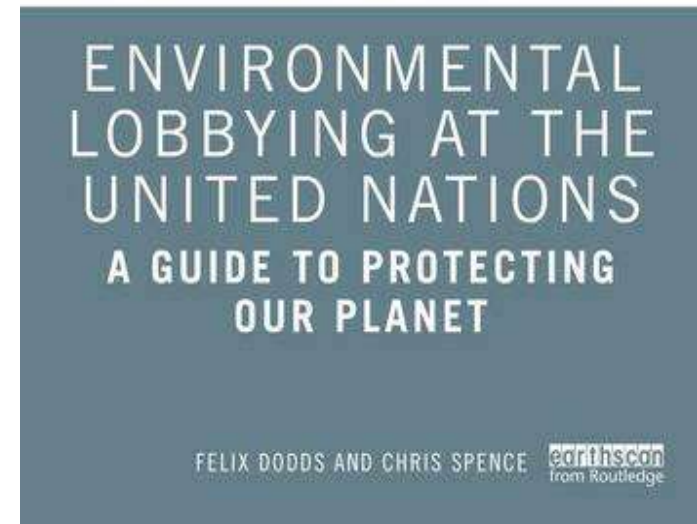


# Enhancing Civil Society and Other Stakeholder Engagement at UNEA7

**Presenter: Felix Dodds**

Adjunct Professor at the Water Institute,  
University of North Carolina, Fellow at  
Stakeholder Forum for a Sustainable Future,  
and City of Bonn International Ambassador



# Felix Dodds



- Felix Dodds is an **Adjunct Professor** at the University of North Carolina, a **Fellow** at Stakeholder Forum for a Sustainable Future, and an **Associate Fellow** at the Tellus Institute. He was **co-director** of the **2014 & 2018 Nexus Conference** on Water, Food, Energy, and Climate.
- Felix is a former **Executive Director** of Stakeholder Forum for a Sustainable Future (1992-2012). He has been active at the UN since 1990, and has advised the Danish, UK & EU Governments.
- From 1997-2001, Felix **Co-chaired** the UN Commission on Sustainable Development **NGO Steering Committee**.
- He has **coordinated** some of the most **innovative stakeholder dialogues** - Bonn Water (2001), Energy (2004), and Nexus (2011).
- In 2011, Felix **chaired** the **United Nations DPI 64<sup>th</sup> NGO conference** 'Sustainable Societies Responsive Citizens,' the first meeting to put forward a set of sustainable development goals
- Felix has written or edited **twenty-six books**; the latest is '**Environmental Lobbying at the United Nations**,' and his first comic was '**Santa's Green Christmas: Father Christmas battles Climate Change**'

# MODULE 1

**UNEP and UNEA**



UNEP

United Nations Environment Programme

# UNEP structure (today)

- United Nations Environment Assembly meets every two years.
- UNEA **replaces the UNEP Governing Council** (a 58-member body founded in 1972) and the former Global Ministerial Environment Forum from 1999.
- UNEA is the central governing body of UNEP, has universal membership. Its functions are:
  - sets the priorities for global environmental policy,
  - advises the UN system on environmental policy issues,
  - Identifies new environmental challenges, examines existing practices,
  - organises dialogues with industry and MGs/Stakeholders promotes partnerships on environment and mobilise resources.



# The Committee of Permanent Representatives (CPR), (part of the UNEP structure)

- The Committee of Permanent Representatives (CPR), the permanent subsidiary body of UNEA, **comprises representatives from countries accredited (embassies) in Nairobi,**
- CPR **monitors the work** of UNEP between UNEA sessions, advises UNEA and stimulate programme-related discussions
- CPR with representatives from capitals and stakeholder groups holds **a preparatory meeting every two years** in the run-up to the UNEA session.
- The preparatory meeting – we are now in – is a negotiating meeting but **the resolutions will have to be approved by UNEA 7**



# UNEP Structure

- UNEP has an Executive Office, a leadership level and the following seven main divisions:
  - Communications Division
  - Economy Division
  - Ecosystems Division
  - Law Division
  - Science Division
  - Policy and Programme Division
  - Corporate Services Division
- UNEP also has **six regional offices** for Africa, Asia and Pacific, Europe, Latin America and the Caribbean, North America, and West Asia,
- The basis for UNEP activities is the **Medium-Term Strategy**, which always covers a period of four years and sets out priorities and goals with indicators and expected results



[This Photo](#) by Unknown Author is licensed under [CC BY](#)

# UNEP Medium-Term Strategy

The **Medium-Term Strategy (MTS)** of the United Nations Environment Programme (UNEP) outlines the organization's vision for addressing the **triple planetary crisis of climate change, nature loss and pollution**. It maps out the organization's role in **fulfilling the goals of the 2030 Agenda and the United Nations Conference on Sustainable Development (Rio+20)**, as detailed in its outcome document, *The Future We Want*. The UNEP Programme of Work and Budget, established





**Inger Anderson**, UNEP Executive Director



**Elizabeth Maruma Mrema**, UNEP Deputy Executive Director



**Jo Puri**, Director  
Policy and Programme Division



**Susan Gardner**,  
Director  
Ecosystems  
Division



**Ligia Noronha**, UN  
ASG and Head of  
UNEP New York  
Office



**Andrea Hinwood**, UNEP Chief Scientist



**Radhika Ochalik**  
Director, Governance Affairs  
Office



**Patricia Kameri-Mbote,**  
**Director Law Division**



**Danny Cooney,** Director  
Communications Division



**Sheila Aggarwal-Khan**  
Director, Industry and  
Economy Division



**Martin Krause**  
Director, Climate Change  
Division



**Jyoti Mathur-Filipp**  
Executive Secretary,  
Intergovernmental  
Negotiating Committee  
(INC) on Plastic Pollution



# The Bureau (CPR and UNEA)

The Bureau plays a critical role in managing the process

- **Five** Bureau members for the **CPR** and for **UNEA ten** members.
- They can guide the **direction of the negotiations through the structuring of the text** and the inclusion in first drafts of certain ideas and then control the text as it moves to agreement.
- Bureau members **are in touch with the thinking in the different groups** and discussing ideas with them.
- You should **find out who the Bureau members from your region are and meet with them well** before the relevant meeting.
- Share your **positions with Bureau members** if they are sympathetic to your views.





**Radhika Ochalik,**  
Secretary of the governing  
bodies



**Juan Carlos Vasquez  
Murillo,** Deputy Secretary of  
Governing Bodies



**H.E. Ms. Jenny Da Rin,**  
Rapporteur, High Commissioner and  
Permanent Representative of  
Australia to UNEP



**H.E. Mr. Sultan Hajiyeu,**  
Chair, Ambassador and  
Permanent Representative of  
Azerbaijan to UNEP.



**H.E. Ms. Marie Charlotte G.  
Tang,** Vice Chair, Ambassador  
and Permanent  
Representative of the  
Philippines to UNEP



**H.E. Mr. Anouar Ben Youssef,**  
Vice Chair, Ambassador and  
Permanent Representative of  
Tunisia to UNEP



**H.E. Mrs. Romy Sonia Tincopa  
Grados,**  
Vice Chair, Ambassador and  
Permanent Representative of  
Peru to UNEP



**Her Excellency Joyelle Clarke**  
Rapporteur of UNEA and Minister  
of Sustainable Development,  
Environment, Climate Action, and  
Constituency Empowerment of  
Saint Kitts and Nevis



**His Excellency Abdullah Bin Ali Al-Amri**, President of UNEA and President of the Environment Authority of Oman



**Her Excellency Fitsum Assefa Adela**, Vice President of UNEA and Minister of Planning and Development of Ethiopia



**His Excellency Mike Mposha**, Vice President of UNEA and Minister of Green Economy and Environment of Zambia



**His Excellency Ali Gholampour**, Vice President of UNEA and Ambassador and Permanent Representative of the Islamic Republic of Iran to UNEP



**Her Excellency Anikó Raisz**, Vice President of UNEA and Minister of State for Environmental Policy and Circular Economy of Hungary



**Her Excellency Nino Tandilashvili**, Vice President of UNEA and First Deputy Minister of Environmental Protection and Agriculture of Georgia



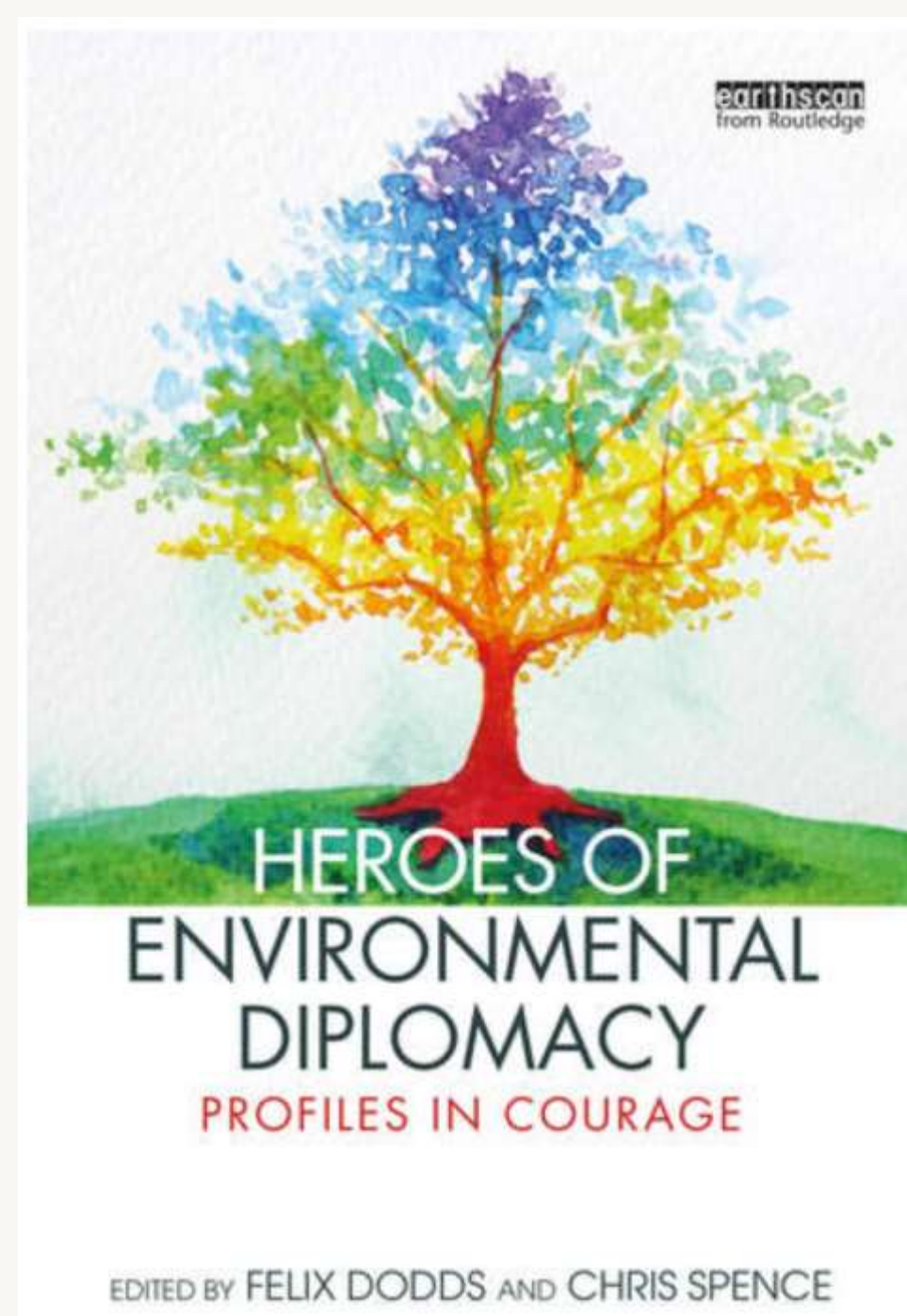
**Peter Maddens**, Vice President of UNEA and Ambassador and Permanent Representative of Belgium to UNEP



**Her Excellency Johanna Lissinger Peitz**, Vice President of UNEA and Senior Advisor, Ministry of Climate and Enterprise, Government Offices of Sweden

# MODULE 2

## International Agreements on the Environment and Sustainable Development



# The 1972 Stockholm Conference: A Global Turning Point

1

## **First Global Environmental Conference**

The 1972 Stockholm Conference was the first worldwide meeting focused on environmental issues, attended by over 100 governments.

2

## **Political Tensions and Critiques**

The conference faced boycotts and criticisms amid Cold War tensions and differing national interests.

3

## **Maurice Strong's Vision**

Strong emphasized the urgent need for global cooperation to address environmental degradation and resource stewardship.

4

## **Adoption of 26 Principles**

The conference established 26 principles promoting resource protection, pollution control, and economic development rights.

5

## **Establishment of UNEP**

Following Stockholm, UNEP was created to advance environmental awareness and international agreements.

# The Rise of Sustainable Development and the 1992 Earth Summit

1

## **Environmental Degradation**

Global environment worsened with pollution and emerging issues like climate change and biodiversity loss.

2

## **Sustainable Development Concept**

Earth Summit introduced development meeting present needs without harming future generations.

3

## **Challenges at Rio**

Developing countries feared environmental rules might limit their economic growth.

4

## **Key Treaty Outcomes**

Agenda 21, Rio Declaration, UNFCCC and Biodiversity Convention established and the forest principles - frameworks for global environmental cooperation.

5

## **Global Treaty Ratification**

UNFCCC ratified by 198 countries, enabling worldwide climate action.

# Expanding Participation: Inclusion of Diverse Stakeholders



**Broader  
Stakeholder  
Engagement**



**Influence on  
Treaty  
Negotiations**



**Openness in  
Governance**

Rio marked a shift from government-only participation to including NGOs,, scientists, youth, Women business, trade unions, farmers local government and indigenous peoples in decision-making.

The increased involvement of diverse stakeholders transformed the dynamics and substance of treaty negotiations, making them more inclusive and representative.

Governance processes became more transparent and open, allowing broader societal participation despite some governmental resistance.

# Overview of Multilateral Environmental Agreements (MEAs)

- **Proliferation of MEAs:** There are over 3700 MEAs recorded since the 1850s, with around 250 major active agreements today, reflecting significant growth in environmental governance.
- **MEAs address a wide range of topics:** Including marine management, mercury control, forest conservation, fisheries, desertification, and disaster response.
- **Clustering MEAs:**
  - Chemical Conventions BSR (2010- 2013)
  - Biodiversity Conventions
  - Climate Change Conventions



# Defining Non-Governmental Organisations

How do you describe an NGO? One survey found 48 different terms and acronyms. Here is a sample:

<b>BINGOs</b>	Big International NGOs	<b>IPOs</b>	Indigenous Peoples Organizations
<b>BONGOs</b>	Business Organized NGOs	<b>GROs</b>	Grassroots Organizations
<b>CBOs</b>	Community Based Organizations	<b>GSCOs</b>	Global Social Change Organizations
<b>CSOs</b>	Civil Society Organizations	<b>NPOs</b>	Nonprofit Organizations
<b>ENGOs</b>	Environmental NGOs	<b>Vos</b>	Voluntary Organizations
<b>GONGOs</b>	Government Organized NGOs	<b>NGI</b>	
<b>MONGO</b>			

In short, there is **no agreed terminology** for describing the NGO sector.

In some ways, it is easier to describe what NGOs are *not*, rather than what they are. It is generally agreed that NGOs are not:

- part of government, or
- organized primarily for private profit.

# Stakeholder engagement in the UN - WITH JG

1992 Earth Summit

**Agenda 21** the first UN document to give  
**'rights and responsibilities for stakeholders'**  
to engage in the development and  
implementation of the UN Action Plan.

There were **nine chapters** representing  
different sectors of society which were called  
**'Major Groups'**

1. Youth and Children
2. NGOs
3. Women
4. Indigenous Peoples
5. Local Authorities
6. Trade Unions
7. Business and Industry
8. Science and Technological Community
9. Role of Farmers



WITH JG

# Definitions and players

- **Stakeholders:** Those impacted by a decision or impact on a decision - **it enables a unique space for each stakeholder group**
- **Social movements:** are a type of group action. They are large, sometimes informal, groupings of individuals or organizations which focus on specific political or social issues. In other words, they carry out, resist, or undo a social change.
- **Civil society:** is the "aggregate of non-governmental organizations and institutions that manifest interests and will of citizens. **It excludes** Indigenous Peoples, Academics, Local Government, Foundations etc. and **aggregates views** of others as opposed to enabling them to have their own space
- **Global citizenship:** defines a person who places their identity with a "global community" above their identity as a citizen of a particular nation or place.
- The idea is that one's identity transcends geography or political borders and that the **planetary human community** is interdependent and whole; humankind is essentially one

# NGOs, civil society, or stakeholders and major groups?

“Major Groups” is a term that was introduced in Agenda 21, agreed by governments at the Rio Earth Summit. It describes nine sectors of society identified as having a significant role in sustainable



1. Women
2. Children and youth
3. Indigenous people
4. NGOs **(Civil Society Organizations)**
5. Local authorities
6. Workers and trade unions
7. Business and industry
8. The scientific and technical community **(Research & Academia)**
9. Farmers
10. **Grass roots organizations**
11. **Parliamentarians**
12. **Foundations and philanthropies**
13. **Professionals**
14. **Media**
15. **Older Persons**

# UNEP Major Groups Facilitating Committee (MGFC)

- To facilitate engagement and to ensure representation, Each of the Nine Major Groups elects two people as facilitators to the MGFC
- The MGFC is not a decision-making body but provides guidance and coordinates the engagement of Major Groups with UNEP.
- It is supported by 12 Regional Facilitators (two from each of the six UNEP regions who participate as observers in the MGFC meetings

## The Major Groups

1. Women
2. Children and youth
3. Indigenous people
4. NGOs
5. Local authorities
6. Workers and trade unions
7. Business and industry
8. The scientific and technical community
9. Farmers

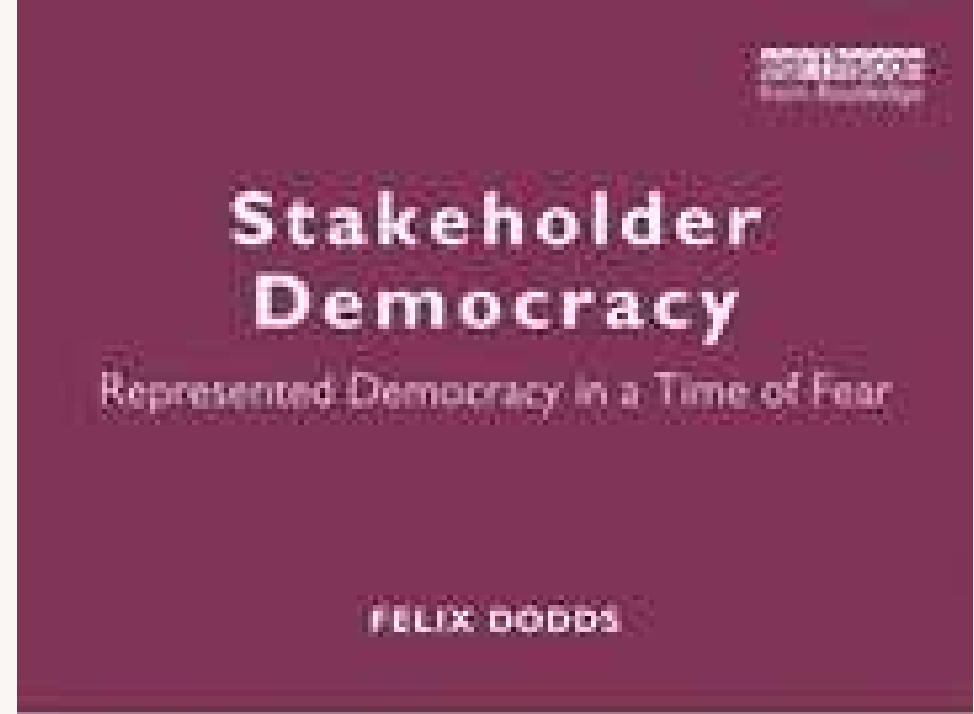
## The Six UNEP Regions

1. Africa
2. Asia
3. Europe
4. Latin America and the Caribbean
5. North America
6. West Asia



# MODULE 3

**Why attend UN meetings?**



# Stakeholders in Intergovernmental Processes

**FOUR** important functions:

- Setting agendas
- Negotiating outcomes
- Conferring legitimacy
- Implementing solutions



# Setting Agendas Rio+20: the Donostia Declaration

**2006** President Mbeki

**2007** President Lula

**2008** Stakeholder Forum IAB ask SF to lead on Rio+20

**2008** – September G77 call for a Rio+20

**2008** – November Donostia Declaration

- Green Economy
- Emerging Issues
- Institutional Framework for sustainable development

**2009** – February Rio+20 dinner

**2009** – Feb-August campaign in European and US capitals

**2009** – October workshop with Member States



# Negotiating the SDGs

- July 2011 Colombia promote SDGs
- September 2011 NGO Conference produces 17 SDGs – 1550 delegates
- November 2011, Colombia hosted a retreat to refine and discuss SDG proposals.
- June 2012 Rio+20
- 100 National Consultations
- 11 Thematic Consultations
- Two High Level Panel Reports (2011 and 2013)
- Two Secretary General Report
- Rio+20
- 13 sessions of the Sustainable Development Goals Open Working Group
- 8 Intergovernmental Negotiations Sessions



This Photo by Unknown Author is licensed under [CC BY-SA-NC](https://creativecommons.org/licenses/by-sa/4.0/)

# Negotiating Outcomes Habitat II (1996)

- Informals in Paris treat stakeholders at the same level as governments
- Text **entered into the negotiations** become alive if a government picks it up
- **Joint** government-stakeholder text suggestions
- This practice continues at Habitat II in Istanbul
- The NGO **suggested amendments** come out as an official UN information document for the first time



# Negotiating outcomes Example 2: Anti-biotic resistance

- Never give up example – anti biotic resistance
- **SDG OWG** – Sweden only promoter
- **April 2014** WHO Report comes out saying that millions of people will be impacted
- **July 2014** UK government commissioned the review on Antimicrobial Resistance sets
- **July 2014** push for UK to join the call at SDG-OWG – using parliamentarians
- **September 2014** USA launch their national strategy for combating Antibiotic Resistance
- NO target on Antimicrobial Resistance
- **July 2015** last INC negotiations
- Para 26 “we will equally accelerate the pace of progress made in fighting ...including by addressing growing anti-microbial resistance”



# Conferring Legitimacy Commission on Sustainable Development

- 1992 NGOs and G77 create CSD
- 2003 – two-year cycle
- 2005 Reform of the CSD first raised
- 2007 CSD for first time doesn't agree any policy (it did the same in 2011)
- UNDESA paper by SF on institutional framework for Sustainable Development tabled a UN Council on Sustainable Development (July 2011)
- Stakeholders made it clear that the CSD had to be reformed at the CSD in 2010 (June) and 2011 (June) and the DPI NGO Conference 2011 (September)



# Implementing Solutions in Partnerships

- **The Global Alliance For Vaccines And Immunization (Gavi):** increasing the numbers vaccinated but less successful influencing vaccine pricing.
- **The Global Polio Eradication Initiative (GPEI):** Launched by WHO in 1998 at the World Health Assembly – Objective to eradicate Polio by 2000; today polio reduced by 99% globally.
- **The Forest Stewardship Council (FSC):** 8% of global forest is certified and 25% of all industrial round-wood production.



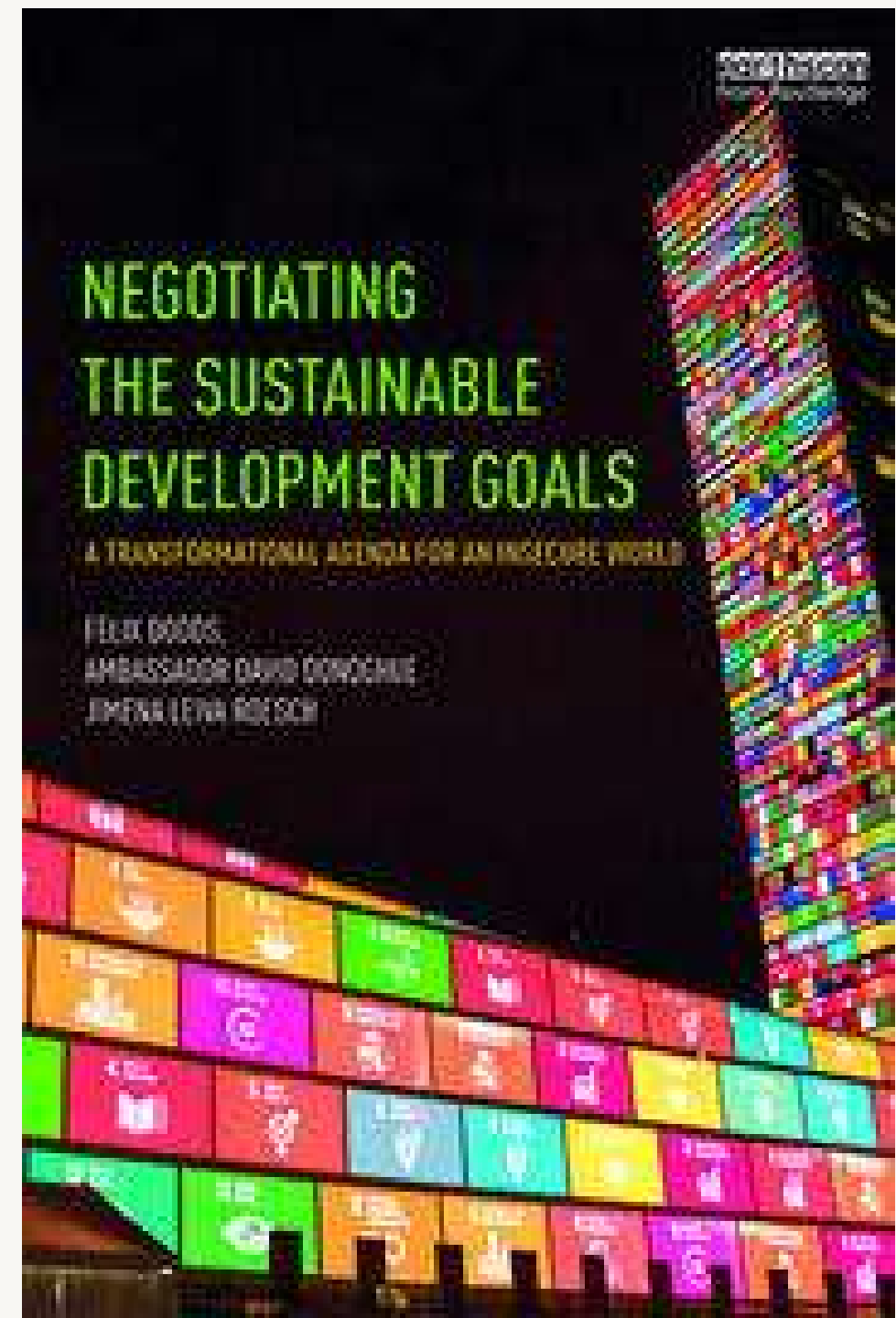
# UNEA 7 – clustering MEAs



- May to July: six articles in Inter Press Service
- September: Report to CPR, Capitals, and New York Missions
- October 8<sup>th</sup>: Friends of Governance for Sustainable Development workshop
- October 20<sup>th</sup> Meeting with UN 80, UNEP, UNDESA
- November 20<sup>th</sup>: Relaunch report with summary of workshop and an additional paper on financing the cluster
- December: work on the Japan/Panama resolution

# MODULE 4

**How Should I Prepare For  
A UN Meeting?**



# Characteristics of a good lobbyist

- I enjoy dealing with other people and are committed to building relationships
- I work to create a comfortable professional atmosphere
- I enjoy coming up with creative solutions to problems
- I am able to think clearly under pressure
- I am well prepared prior to entering a negotiation
- I am able to clearly identify the bottom line/red line I not prepared to go below
- I communicate clearly
- I work to see each issue from the other perspective
- I confront the issue NOT the person. I don't take the other persons strategies, tactics and comments personally
- I am a great listener

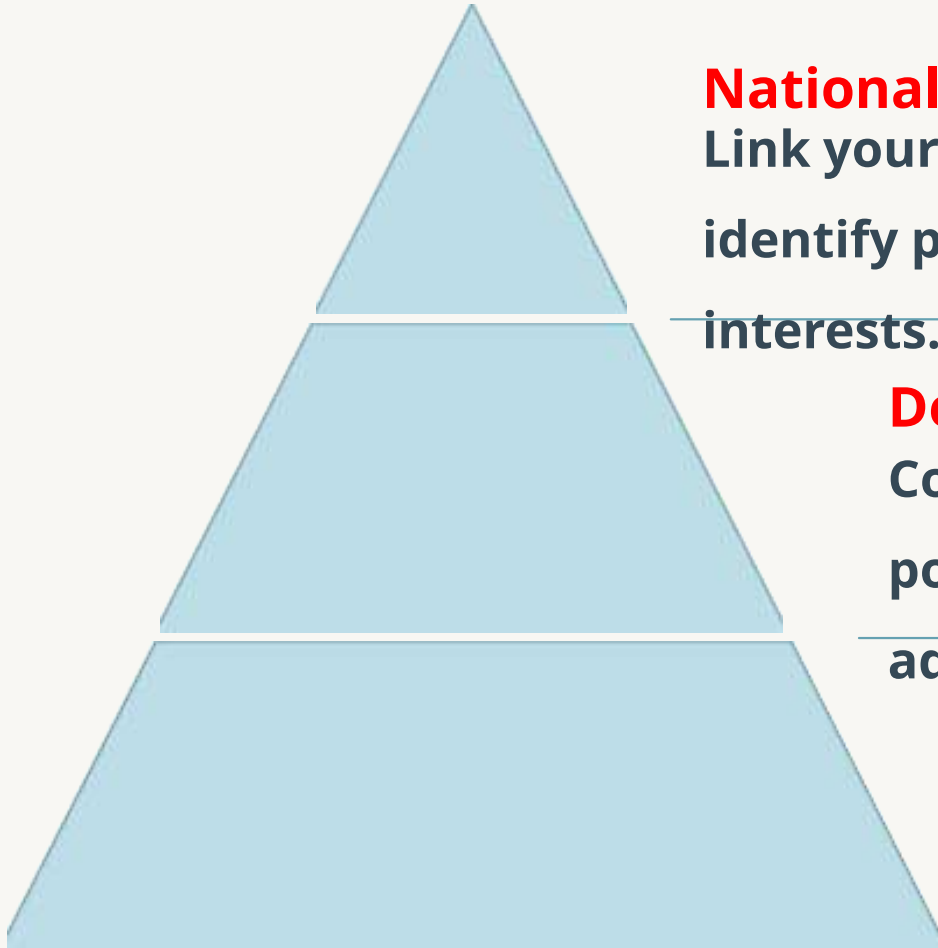


# National Preparations What Can You Do?

- What do you want?
- Know the **government officials in charge in capital** and meet with them
- Town Hall Meetings – Citizens Charter
- Have a **briefing paper** no longer than two pages
- Utilize **parliament to raise the issue to the Minister**
- What does the text that is being negotiated say?
- Are you working with **other groups** who are engaged in the UN process?
- If not. Why not?
- Have some **paragraphs** ready
- Write **article/articles** for national newspaper
- Follow up – start a conversation with government on what you want in the **follow up now – do you have** projects to implement



# Building Stakeholder Coalitions and Working with Others



## **National Stakeholder Coordination**

Link your organisation to national preparatory work and identify planned stakeholder meetings relevant to your interests.

---

## **Developing Joint Positions**

Coordinate with stakeholders to create unified positions that enhance the credibility of your advocacy efforts.

---

## **Benefits of Broader Coalitions**

Broader coalitions combine resources and expertise, presenting stronger messages to governments and at UN meetings.

---

# Designation of documents

-/INF/	Information series	-/Add...	Addendum
-/L...	Limited distribution, generally of draft documents	-	Amendment to the document
-/NGO/	Statements by NGOs	/Amend	
-/CONF/	Conference	...	
-/WG...	Working Group	-/Corr...	Corrigendum (i.e., an error to be corrected or reorganization of the text)
-/PC...	Preparatory Committee		
-/RES/	Resolutions		
-/SR...	Summary of meetings		
-/TP...	Technical Papers	-/Rev...	Revision (supersedes a previously issued document)
-/WP...	Working Papers		

The final letters indicate the number sequence 1, 2, 3 etc. or a modification of the document: 'Non-papers' will also be distributed informally during sessions to facilitate negotiations. These usually contain proposed text amendments from government negotiators.

# How does a multilateral agreement enter into force internationally?

- **Adoption:** Upon finalising the negotiation of text, a treaty will be first “adopted.”
- **Signature:** A country begins a process of endorsing a treaty by “signing” it. This action is at times called “Signature Subject to Ratification, Acceptance or Approval.”
- **Ratification, acceptance, or approval:** Action by which a nation specifies its assent to being bound by the treaty after completion of required national constitutional procedures for ratification or accession or approval depending upon the country’s legal system.
- **Entry into force:** Normally, multilateral treaties enter into force after an established period has elapsed subsequent to a set number of nations ratifying or acceding to the agreement. Some agreements have other terms that must be met so that it enters into force.
- **Accession:** This is the act by which a nation accepts to become a party to an agreement whose text has been negotiated, adopted and signed by other countries.
- **Withdrawal or denouncing:** Countries can (and do) withdraw or denounce themselves from some international agreements in accordance with the procedure set in that instrument.

# How to put together a lobbying strategy

1. **Goal and Objectives:** Agreeing what your overall Goal is and your objectives - these might include broad objectives such as increasing awareness of your issue.
2. **Research:** Researching material to help develop your position
3. **Policy position:** Develop the particular policy position
4. **Mapping:** Mapping out:
  - a. Which other organizations supports your position.
  - b. Which organizations oppose your position
  - c. Which policy makers you need to influenced and the relationship they have to you, e.g., on a 1 to 5 where 1 is well known to you.  
Policymakers are typically government officials or people with formal political power (e.g., parliamentarians, ministers or agency officials, and their staff)
  - d. Which policy makers are against your position

# SWOT analysis

## Strengths

- a. What is the unique nature of the campaign?
- b. What does the team do well?
- c. What do other people see as your strengths?

## Weaknesses

- a. What can you improve?
- b. What are your resource limitations?
- c. What do you do badly?
- d. How do others perceive your campaign?
- e. Do you know what all the key governments think of your campaign?

# SWOT analysis (cont.)

## Opportunities

- a. Where is the campaign's support?
- b. What academic evidence is there in support of your campaign?
- c. What are the key media chances you could utilise in the future to support your campaign?
- d. Who is seeing key government officials in the short term

## Threats

- a. What are the obstacles facing the campaign?
- b. What funds do you have to support the campaign?
- c. What are the views of other stakeholders?
- d. Which of the key country blocks oppose your campaign?

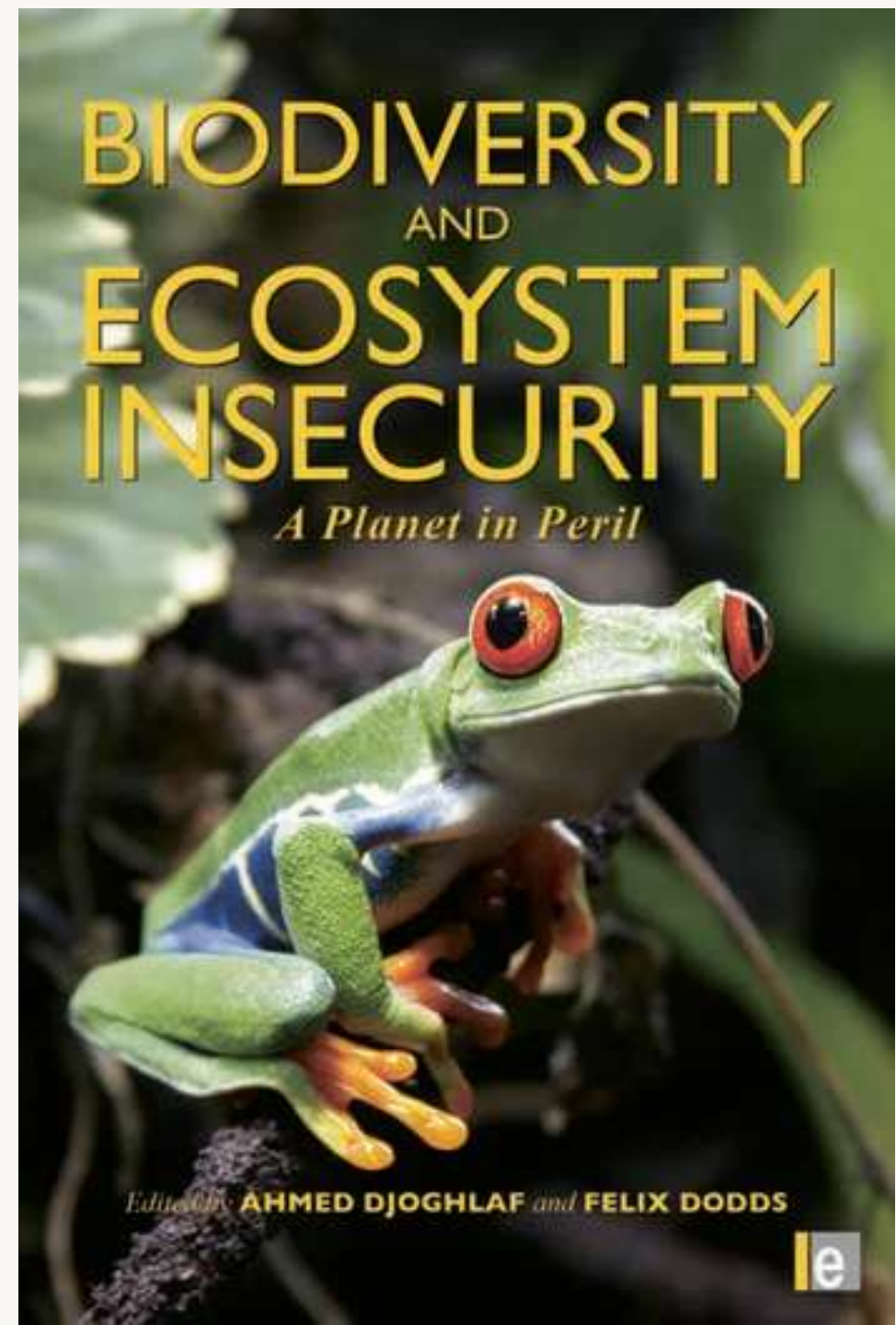
# Before the meeting

Government	Strong For	Weak For	Not yet declared	Weak Against	Strong Against
Capital					
New York					
Other Venues					

For key governments

# MODULE 5

**What to Do at the  
Meeting: Starting Out**



# A Typical Day

- 8-9:00 a.m. Individual Government delegations will usually meet internally to prepare their own country lobbying position and to review the previous day. Stakeholder morning sessions
- 9-10:00 a.m. Governments will usually attend meetings of the relevant groupings they are members of, e.g., G77 or European Union. NGOs and other stakeholders will also usually hold their consultations to prepare for the day.
- 10 a.m. to 1 p.m. Meeting sessions.
- 1 p.m. to 3 p.m. Lunch time – side events, an opportunity to spend time with government officials. Sometimes, if the venue is difficult to access, Stakeholders may hold their own consultations over lunch (try to avoid this if possible).
- 3 p.m. to 6 p.m., 7-10 pm and 10-1 am Meeting sessions (additional sessions will be added when they are needed, often into the night or even through the night).
- 6 p.m. to 8 p.m. Side Events can also be held at this time.

# Building Your Network and Identifying Influencers

- **Expanding your network:** Identify key stakeholders and influential individuals beyond your immediate allies to broaden your network effectively
- **Engaging Meeting Leaders:** Connect with chairs, facilitators, and bureau members who control meeting agendas and processes to gain negotiation insights.
- **Building Rapport with Secretariat:** Develop relationships with Secretariat staff who manage logistics and communication to secure timely information and support.



# Building Your Network and Identifying Influencers

- **Utilize Reliable Information Sources:** Regularly consult the Earth Negotiations Bulletin for daily updates, summaries, and insights into negotiation dynamics and key actors.
- **Strategic Timing and Influence:** Identify key individuals and optimal moments during meetings to maximize the impact of lobbying and influence efforts.
- **Balance Transparency and Confidentiality:** Understand the benefits and risks of transparency to effectively manage information sharing and maintain strategic advantage.



# Key Networking Benefits Process

- **Information Exchange:** Share diverse data and avoid mistakes through collaborative
- **Policy Coordination:** Develop shared positions and clarify priorities for meeting
- **Strategic Lobbying:** Present joint positions to multiple governments before finalization
- **Resource Mobilization:** Pool resources and expertise for comprehensive team



# Major UN Political Groupings

- **European Union (EU):** Coordinates through rotating Council Presidency (Denmark) ensuring consistency and coherence across intergovernmental forums with unified negotiating positions (27 )
- **Group of 77 (G77):** Established in 1964, now includes 134 developing country members coordinating diverse interests through regional groups and common interest groupings. (Iraq)
- **AOSIS:** Alliance of Small Island States with 44 members focusing on climate change, sustainable development, and ocean conservation due to vulnerability. (Palau)
- **Understanding Dynamics:** Governments are key actors in text negotiations during middle stages, making understanding of political groupings crucial for effective engagement



# Understanding the countries

- **Key EU 27 countries:** Denmark (EU Presidency), Germany, France, Spain, Romania, Netherlands, Sweden, Cyprus (next EU Presidency)
- **Key G77 countries:** Argentina, Brazil, Bolivia, Colombia, China, Cuba, Egypt, Guatemala, India, Indonesia, Kenya, Nigeria, Pakistan, Singapore, South Africa, Tanzania
- **Single decision countries:** e.g. Australia, Canada, Japan, Korea, Mexico, New Zealand, Norway, Monaco, Russia, Switzerland, Ukraine, UK, United States,



# Government Delegation brief will include

The papers for the UN meeting including relevant reports and previous decisions

The negotiating history

The government interests and objectives

The core issues for the delegation – including directives and red lines

Substantive background material including the legal, technical and economic issues relevant to the UN meeting

The state of known positions by other governments, including any pre-UN meeting consultations

Names of key people on other delegations

Plans for coordination with other governments

Suggested text amendments the delegation can place into the negotiations

Guidance on when there is a need to consult capital

# The purpose of government consultations

- To find out what they know
- To tell them what you want them to know
- To ask their view on an idea
- To learn their intentions
- To get their agreement to what you want
- To plan together on a proposal
- To take a decision on how to support each other





# Government approach to speaking

- **Debate at the beginning**
  - What the intervention is trying to achieve
  - What the intervention might be trying to avoid
  - Ensure the intervention can not be misunderstood, give offence or misrepresent the objectives
- **During the debate (this is decision time)**
  - Have the same objectives as negotiations
  - prepare the way for negotiations
- **Negotiations**
  - Can take place in formal or informal settings

# Government strategies

- **Strategies:** Offer incentives, Threaten, Trick, Use authority or dependence, Appeal to solidarity, Cajole, Ask politely, Charisma, Charm, Wear them down,, Reason, Show it is in their interest, Threaten isolation, Find a solution that accommodations everyone's needs
- **Ways of wasting time:** Create divisions, create confusion, getting delegates angry, raise subjects on which delegates disagree with each other, waste time of agendas items prior to the one that you might be defeated on, use points of order



Blog de  
www.cristinac

CT-VERB AGREEM



March 2016

## How they decide their positions and red lines and how they negotiate?

- Government timetables
- Nairobi v Capital
- Red lines real or negotiable
- Instructions or not
- Transparency and the web
- Negotiators are usually civil servants  
not political appointments

# Key terms for writing a UN resolution

- **PP** – stands for **preambular paragraph**; it is always present-participle or third person and ends with a comma. PP1, PP2, PP# are in drafts. In the final, there is no numbering. It will be recalling previous resolutions on the same issue.
- **OP**- stands for **operative paragraph** - is present singular, and ends with semi- colon. Op1, OP2, OP3 drops the OP in the final text. These could address different actors; it could be the Member States, the UN, a UN Agency, Programme, stakeholders, or even citizens
- Paragraphs start with a **verb**



## Words commonly used at the beginning of preamble paragraphs

Acknowledging, Affirming, Appreciating, Approving, Aware, Bearing in mind, Believing, Commending, Concerned, Conscious, Considering, Convinced, Desiring, Emphasizing, Expecting, Expressing, Fully Aware, Guided by, Having adopted, Having considered, Having Noted, Having Reviewed, Mindful, Noting, Noting with approval, Noting with concern, Noting with satisfaction, Observing, Realising, Recalling, Recognizing, Seeking, Taking into Consideration, Underlining, Welcoming and Whereas.

# Words Commonly used at the beginning of Operative Paragraphs

Accepts, Adopts, Agrees, Appeals, Approves, Authorizes, Calls upon, Commends, Considers, Decides, Declares, Determines, Directs, Emphasizes, Encourages, Endorses, Expresses appreciation, Expresses hope Invites, Notes, Notes with appreciation, Notes with concern, Notes with satisfaction, Proclaims, Reaffirms, Recommends, Reminds, Repeals, Requests, Resolves, Suggests, Supports, Takes Note, Urges



<b>Term</b>	<b>Definition</b>	Just the term - no action identified	Does it say who should do it?	Does it have timelines?	Does it have a monitoring mechanism?
<b>Affirming (PP)</b>	We are quite serious about this.				
<b>Calls for (OP)</b>	We are asking governments what they might consider doing.				
<b>Calls upon (OP)</b>	This is for someone else to do something.				
<b>Concurrence (OP)</b>	We don't have to decide anything, because some other body already did.				
<b>Considering (OP)</b>	We are not at all serious about this.				
<b>Consultation (OP)</b>	We don't want to do anything about this at the moment.				
<b>Cooperation (OP)</b>	The more people we involve the less will happen.				
<b>Decides (OP)</b>	This is action! Someone – usually not governments – should do something.				

<b>Endorses (OP)</b>	We think someone should do something we said they should have done before.	
<b>Encourages (OP)</b>	We hope someone is going to do something sometime.	
<b>Establishing (OP)</b>	Look, we can create something that might do something that we can't do at the moment.	
<b>Expressing Concern (OP)</b>	We are really annoyed that something we asked for hasn't been done.	
<b>Invites (OP)</b>	Time to try and do what we said we would do.	
<b>Notes (OP)</b>	This means it doesn't matter too much.	
<b>Reaffirming (OP)</b>	We still haven't done what we said we would do.	
<b>Recalling (OP)</b>	We said we would do something and we still haven't done it.	
<b>Recognising (PP)</b>	This means we know there is a problem which we haven't yet addressed and probably don't have the money or political will to do so.	
<b>Reiterating (PP)</b>	We REALLY are serious this time.	
<b>Requests (OP)</b>	Someone should do something please.	
<b>Reaffirming (PP)</b>	It's not working so we need to kick someone.	
<b>Stresses (OP)</b>	We agree this is a problem and should be addressed – hopefully by someone else.	

# Effective Lobbying Components

## Empathy Understanding

Understanding pressures and perspectives of member state representatives for building long-term relationships and navigating disagreements.

## Successful Lobbying

## Inside Communication

Attending Major Group meetings, informal discussions with government representatives, and digital communication through various channels.

## Outside Pressure

Larger organizations pressuring government ministers or heads of state through lobbying parliamentarians and media events.

# The world of brackets

- Alternative brackets
- Contentious brackets
- Suspicious brackets
- Tactical or trading brackets
- Uncertain brackets
- Waiting brackets
- Weary brackets



# Brackets

- Who put the bracket in?
- When you know who put it forward, ask why.
- The 'why' may not be clear to other delegations and you can play an important role in highlighting the 'why' in your lobbying.



:

## Why have they bracketed?

- If it was because they are **waiting for instructions from the capital**, then phone your colleagues in the capital and get them to raise the issue with relevant civil servants or ministers. This only works if you are completely on top of the negotiations and can act immediately.
- If it involves **trading brackets** with somewhere else in the text, then you need to be able to work with the stakeholders who are trying to lobby on that section.
- If it is because of **exhaustion brackets**, then make some text suggestions. This can be a very opportunistic time as officials are tired and looking for a way through the darkness – or even to go home for the night!
- If there are **suspicious brackets**, then it is important to work out why and try to help build trust.

# What participation and influence mechanisms should stakeholders employ ?

- Game plan for the **whole negotiation** – Coalition should be asking national partners to before you arrive at a UN meeting
  - ✓ organize several meeting in **capitals** with key governments
  - ✓ brief the **media**, place early stories in the media
  - ✓ Meet with **key parliamentarians/ representatives of your national body** before leaving – initiated a debate in parliament
  - ✓ Set up a **rapid response mechanism** in the capital in case you need it
  - ✓ Try to get an **NGOs on delegation** and allowed to attend pre inter-departmental meetings before the event

# What participation and influence mechanisms should you employ?

- At the UN event a coalition/stakeholder should:
  - ✓ have a photo booklet of key negotiators and UN staff so they are easy to find [www.iisd.ca](http://www.iisd.ca)
  - ✓ Designate **point contacts** for all key people e.g. G77, EU, US, key countries, Bureau members, UN officials (Bella)
  - ✓ There should **be floor managers** in each negotiation room
  - ✓ Use **coffee bar diplomacy**, receptions
  - ✓ Use any informal possibilities **drinks/dinner/dancing**
  - ✓ If you are spending **more than 20% of your time with other Stakeholders** you are not doing your job.



# Why go on a government delegation?

- You will **have access to the brief** of your country;
- You may be able to **sit in on delegation meetings** within blocks;
- You may be able to sit in on delegation meetings **between blocks**;
- You will be able to **push for the NGO or stakeholder position** during the appropriate meetings of the delegation;
- You **can be asked to act as the intermediary** between the NGOs and the government;
- You will be aware of **where there is possible movement in a negotiation** and may be asked to draft text for your delegation to put forward;
- You will be able to **cultivate relationships** with the delegation for future work.



# The downside of being on a delegation

- If you do join a government delegation **you will lose some independence**. Some governments will require NGOs on a delegation to sign an official document saying they will not divulge what they have heard in delegation meetings;
- You will have **limited time available for being with other NGOs** if you are an active member of the delegation;
- You may be seen as the **doorkeeper for NGOs** with the delegation;
- You may be **viewed as having ‘switched sides’** and joined the government team more than what is expected;
- You **may not be allowed to speak publicly** on a position – if you find this something that you cannot agree to, do not join a delegation or resign when it becomes difficult for you. Some delegations allow their NGOs to speak but they just have to first ask the Head of delegations permission.



# WHAT NOT TO DO (AT A MEETING)

- Do not go up to a government when they are speaking
- Do not sit in a government seat – unless you are on that government's delegation
- Do not interrupt the meeting
- Do not target a government in your intervention
- Do not wear inappropriate clothes
- Do not do a demonstration inside the venue
- Do not take a country's flag/name
- Do not deviate from your message when you are speaking as a representative of the caucus



# Lets recap why you are attending UN meetings?

- To influence the text that will be negotiated;
- To build and cultivate alliances for future work;
- To show case studies of successes that your organization has achieved;
- To learn about how intergovernmental negotiations work;
- To raise funds for your work.



# What are the conditions needed for a coalition to succeed ?

- Know Your Own Goals
- Know the Decision-making Process in Your Country
- Know When To Work at What Level
- Know the Decision-making Context
- Know the Tools at Your Disposal
- Know When To Make Your Position
- Know the Government Officials
- Know the Key UN Officials
- Know Your Allies
- Know Your Adversaries
- Know Your Limits
- Know Your Brackets and Terms



**On behalf of Felix Dodds  
and the Stakeholder  
Forum team, thank you  
for joining us!**



Website: <https://stakeholderforum.org/>  
email: [info@stakeholderforum.org](mailto:info@stakeholderforum.org)

## **Follow us on:**

X: @stakeholders

LinkedIn: [www.linkedin.com/in/stakeholderforum](http://www.linkedin.com/in/stakeholderforum)

YouTube: [https://www.youtube.com/channel/UC2\\_tT3GmL7jZxzP3-VQIj\\_w](https://www.youtube.com/channel/UC2_tT3GmL7jZxzP3-VQIj_w)



# To Contact Felix Dodds:

**Email:** [felix@felixdodds.net](mailto:felix@felixdodds.net)

**Cell:** +1 347 207-3919

[Felix Dodds Blog](#) to keep abreast of global sustainable development news

**On Wiki:** [Felix Dodds](#):

**Website:** [www.felixdodds.net](http://www.felixdodds.net)

**Bluesky:** [@felixdodds.bsky.social](https://bsky.app/profile/felixdodds.bsky.social)

[Sustainable Society Café](#) for podcasts on his books

