

Annual Report 2025

Advancing sustainable
development at all levels

STAKEHOLDER FORUM FOR A SUSTAINABLE FUTURE



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OUR VISION

“Our biggest challenge in this new century is to take an idea that seems abstract - sustainable development - and turn it into a reality for all the world’s people.” - Kofi Annan, United Nations Secretary-General (1997 - 2006)

Two fundamental statements from the 2030 Agenda for Sustainable Development, adopted in September 2015 by all Member States of the United Nations, guide our work:

“We are determined to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment by protecting the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations”.

“All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps that are urgently needed to shift the world onto a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind”.

Since 1992, Stakeholder Forum for a Sustainable Future (SF) has been a bridge between stakeholders of all kinds and the international intergovernmental forums where sustainable development, and in particular the environment and issues related to its good governance, are debated, global goals are established, and strategies are mapped out. Our work aims to enhance open, accountable, and participatory decision-making and good governance for sustainable development through the continuous involvement and participation of stakeholders in these forums, and in the action that flows from their work.

MESSAGE FROM CHAIR OF THE BOARD OF DIRECTORS, LOUIS MEULEMAN

My first year as Chair of Stakeholder Forum was a kind of homecoming to the arenas where science, policymaking, and stakeholder engagement collaborate and compete. 2025 has made crystal-clear that SF's focus on the engagement of societal stakeholders in both science and policymaking is extremely relevant and topical. In the past years - and in many countries, often in different ways - sound science, effective policymaking, and democratic institutions have been undermined by misinformation and disinformation, as well as by campaigns against environmental policy and sustainable development. Unfortunately, discrediting NGOs and other stakeholders as a whole has become part of such campaigns. In 2025, we saw an acceleration of these trends.

To counter such trends, work is needed on two fronts. First, stakeholder contributions to policymaking and implementation must be better supported, incentivised and regulated. SF can support this. Second, practical stakeholder knowledge must be used more often in combination with scientific research. Until now, such practices of 'transdisciplinarity' are rare and not taken seriously enough. I think we will learn soon that academia needs stakeholder engagement to regain credibility and authority. Both fronts need to be connected. To accelerate the implementation of the SDGs by and beyond 2030, we must go beyond science-policy, stakeholder-policy, and science-stakeholder debates, and connect them in a dynamic triangle. This was the conclusion of our 2025 High-level Forum on Sustainable Development side event, 'Science-Policy Interface for Integrated Decision-Making for the Implementation of the 2030 Agenda and Beyond,' and it is urgent to elaborate concrete recommendations to make this work.

Efforts such as these cannot be done in isolation. In the coming years, SF will continue this work with existing partners and actively liaise with new partners in different global regions. Especially in the run-up to the 2027 review of the SDGs, and in stepping up SDG implementation by and beyond 2030, we will operationalize our long-standing experience and expertise to strengthen stakeholder engagement. We will continue to support the Major Groups and other stakeholders through capacity building, UN Member States, through the secretariat of the Group of Friends of Sustainable Development Governance, and UN bodies, among others, through our Memorandum of Understanding with the United Nations Environment Programme, renewed in 2025.



— Louis Meuleman

A MESSAGE FROM THE EXECUTIVE DIRECTOR, IRENA ZUBČEVIĆ

"Our biggest challenge in this new century is to take an idea that seems abstract - sustainable development - and turn it into a reality for all the world's people." — Kofi Annan

As the world moves deeper into the decisive decade for sustainable development, this challenge articulated by Kofi Annan resonates with renewed urgency. The year 2025 marks a pivotal moment on the path to the 2030 Agenda for Sustainable Development. It is a time that calls not only for ambition and commitment, but for concrete action, inclusive governance, and meaningful collaboration across all sectors of society. Against a backdrop of escalating climate impacts, persistent inequalities, biodiversity loss, and mounting pressures on natural systems, the need to translate global commitments into lived realities for people and the planet has never been clearer.

Stakeholder Forum continues to be guided by the principles and aspirations of the 2030 Agenda. Central to this agenda is to ensure that all human beings can fulfil their potential in dignity and equality, both now and for future generations. Equally fundamental is the pledge that this collective journey towards sustainability must leave no one behind. These commitments are not abstract ideals; they are a call to action that underpins every aspect of SF's work.

Since its founding in 1992, SF has served as a bridge between diverse stakeholders and the international intergovernmental processes where sustainable development goals are debated, shaped, and advanced. In 2025, this bridging role remains at the heart of our mission. We work to strengthen open, accountable, and participatory decision-making by ensuring that stakeholders of all kinds — including civil society, academia, the scientific community, and other non-state actors — are meaningfully engaged in global policy processes. We believe that sustainable development cannot be achieved without inclusive governance arrangements that reflect diverse perspectives, knowledge systems, and lived experiences.

SF's unique position within the United Nations system, including our consultative status with the Economic and Social Council, accreditation with the United Nations Environment Programme, and observer status to the United Nations Framework Convention on Climate Change, enables us to support and amplify stakeholder engagement at all levels. In 2025, we continued to focus on expanding opportunities for effective participation in international sustainable development and environmental processes,

particularly through communications, capacity building, and the promotion of transparent and participatory governance structures within global institutions.

The implementation of the Sustainable Development Goals remains a central pillar of our work. We actively support actions that advance the SDGs and their targets, while advocating for greater coherence, integration, and synergy across the goals. Complex global challenges demand holistic responses, and SF is committed to promoting approaches that recognise the interlinkages between social, economic, and environmental dimensions of sustainable development. By doing so, we aim to contribute to transformational change that delivers lasting benefits at global, regional, national, and local levels. We will apply these same principles to the work we start with in thinking about the post-2030 Agenda.

Science and evidence-based decision-making are essential to navigating the sustainability challenges of our time. Working closely with academia and the scientific community, SF brings cutting-edge research and thought leadership into policy dialogues, particularly at critical moments when international consensus and action are within reach. We will continue to work on the science-policy-society interface. Within the broader sustainable development framework, we place particular emphasis on the protection of the global environment and the ecosystems that sustain all life, advocating for nature-positive outcomes and globally coordinated action.

As this Annual Report demonstrates, 2025 has been a year of continued engagement, innovation, and collaboration. Through our global networks, partnerships, and long-standing relationships with United Nations bodies and Member States, SF remains committed to helping turn the promise of sustainable development into practical, inclusive, and enduring realities — for people, for nature, and for generations to come.



— Irena Zubčević

What was new in 2025

People

In 2025, a New Chair Joined Our Team

On June 1st, 2025, Louis Meuleman joined Stakeholder Forum as our new Chairperson. A highly respected and effective former public manager on environmental sustainability at the subnational, national, and EU level, Louis brings a wealth of experience, enthusiasm, and passion for stakeholder engagement to the Stakeholder Forum team. His influence will increase our capacity to advance sustainability initiatives. Preceded by Alexander Juras, who stepped down from the Stakeholder Forum Board of Directors to enjoy his well-earned retirement, you can read more about Louis [here](#).



New Fellows

The ranks of the Stakeholder Forum Fellows and Associates expanded in 2025 when Eirini Pitsilidi became an SF Fellow in February, followed by Ingeborg Niestroy in June, Ruben Zondervan, a past SF Executive Director, in October, and Branislava Saveljic-Balac, in December. You can read more about Eirini, Inge, Ruben, Branislava, and all of our Fellows and Associates [here](#).



Partnerships

In November, Stakeholder Forum and the United Nations Environment Programme agreed to a new memorandum of understanding (MOU) that will be in effect until the end of 2029. The collaboration will enable us to continue to work together during the run-up to the 2027 review of the 2030 Agenda, and to explore how we can further collaborate with each other, and partners, to inform the thinking behind Beyond 2030.

Our ongoing and successful working relationship with UNEP is, in large part, thanks to members of the SF team who delivered projects under contract with or in cooperation with UNEP in recent years, [IntegrateSDGs](#) in 2024, [Towards Stockholm+50](#) in 2022, and capacity-building in-person training, webinars, and the like for stakeholders at the United Nations Environment Assembly and related bodies before that.

A Snapshot of our Activities in 2025

Projects

Enhance Civil Society and Other Stakeholder Engagement at UNEA-7 and in the 2027 Review of the 2030 Agenda – December 2025

As 2025 drew to a close, a Stakeholder Forum delegation, led by Chair Louis Meuleman and Fellow Felix Dodds, attended the Seventh session of the United Nations Environment Assembly (UNEA-7). Part of our most recent initiative to 'Enhance Civil Society and Other Stakeholder Engagement at UNEA7 and in the 2027 Review of the 2030 Agenda,' the effort was delivered in partnership with the Civil Society Unit of UNEP and with the support of the European Commission.

While at UNEA-7, the SF team delivered several in-person activities to enhance stakeholder participation at UNEA-7, 8 Dec 2025 – 12 Dec 2025 at the United Nations Office at Nairobi (UNON), Kenya, and during the Committee of Permanent Representatives the previous week. Details of the activities can be found on the [SF website](#).

The initiative produced two web portals designed to engage and inform global stakeholders, and delivered two key documents, 'The Pocket Guide for Environment and Sustainable Development Governance, Third Edition,' and 'A Primer for Stakeholders Engaging in the 2027 Review of the 2030 Agenda and Sustainable Development Goals, Focusing on the Environmental SDGs.'

Following UNEA-7, the first versions of each were circulated widely by SF and UNEP, for public comment until mid-January, and then updated with stakeholder input to produce the final versions.

United Nations High-level Political Forum on Sustainable Development Activities - July 2025

Stakeholder Forum hosted a lively side event at the HLPF 2025 on the relations between science and policy, 'Science-policy Interface for Integrated Decision-making for the Implementation of the 2030 Agenda and Beyond'. Co-organized by the Permanent Mission of the Dominican Republic to the UN and co-sponsored by the UN Department of Economic and Social Affairs (DESA) and the International Science Council (ISC), it was moderated by SF Chair Louis Meuleman. The discussion was more agenda-setting than conclusive: ultimately, all agreed that it is important to create more meeting places where representatives of science, policy, and societal organisations can hold open discussions about the facts, vision, values, and interests around concrete SDG implementation challenges. SF hopes to follow up with concrete recommendations in 2026/27.

Other activities during the HLPF included actively participating in a range of events, including the Organisation for Economic Co-operation and Development (OECD) and the Government of Malta's invitation to SF's Chair to moderate a high-level side event on 'Innovative Pathways to Accelerate SDG progress.'



UN 80 Activities

Supporting the Friends of Governance for Sustainable Development, an online workshop was held on the 8th of October to address the papers that constitute Stakeholder Forum's fifth sdg2030 report, *'UN80: Reform of the Multilateral Environmental Agreements - Around the Triple Planetary Crisis of Pollution, Biodiversity, and Climate Change.'* Edited by Felix Dodds and Chris Spence, with reflections by former Executive Director of the United Nations Environment Programme Liz Dowdeswell. The workshop was attended by 175 government, UN, and academic participants from UN Headquarters in New York, Geneva, Nairobi, and capitals, and a summary of the discussion is included in a revised report that can be found [here](#).

Webinars

After multiple webinars by the SF team in 2024, 2025 - while not as prolific, they nevertheless produced impactful content. On 28 May and 29 October 2025, capacity-building webinars for global stakeholders were organized by the University of North Carolina Water Institute, co-sponsored by Stakeholder Forum. Both were delivered by Felix Dodds, Adjunct Professor at the Water Institute of the University of North Carolina and a Fellow at Stakeholder Forum, and Jamie Cummings, Environmental Policy Analyst at the Woodwell Climate Research Center within its Government Relations Team, and an Associate at Stakeholder Forum.



The webinars were designed to prepare those planning to participate in their first United Nations Framework Convention on Climate Change (UNFCCC) climate summit, 2025's COP 30 in Brazil, and stakeholders in need of a refresher. The October event was attended by just over 1,000 people, and the full video recording and transcript can be found [here](#).

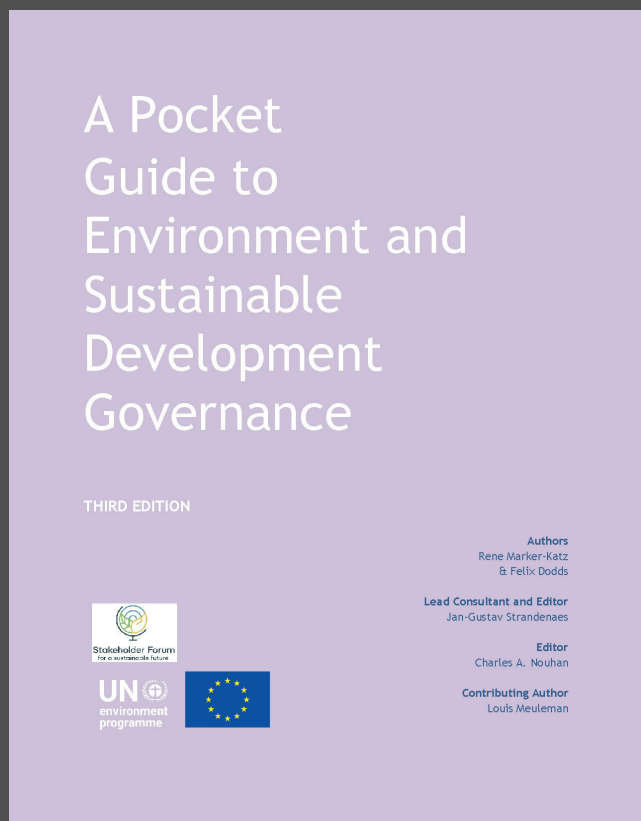
Our Publications in 2025

2025 saw several new publications by the Stakeholder Forum team, including new governance papers and the relaunch of the Network newsletter. As in the past, Network highlights Stakeholder Forum's activities, new and recent publications, and upcoming events.

Books and Reports

Books

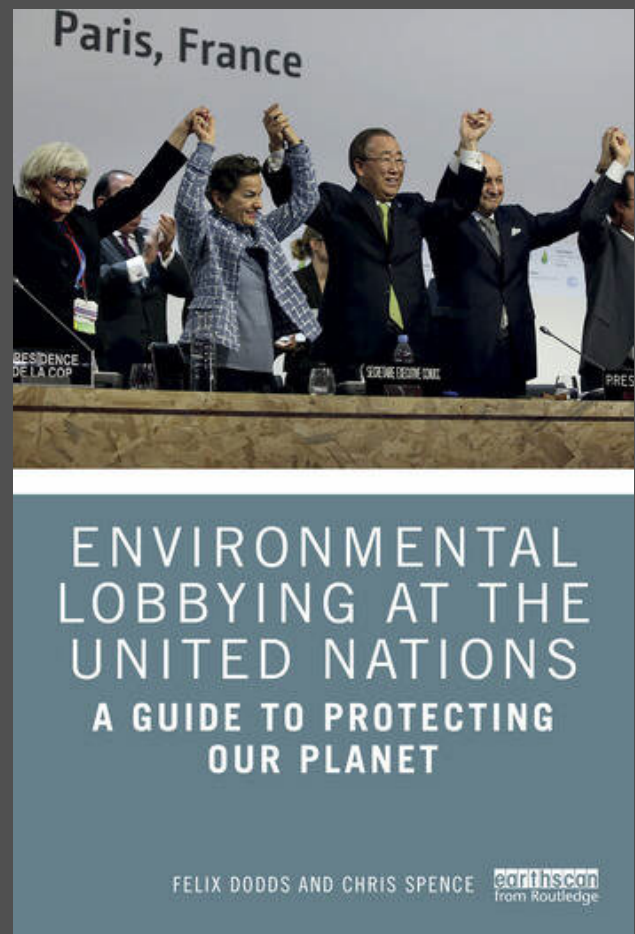
2025 saw the publication of two books by our team. '***The Pocket Guide for Environment and Sustainable Development Governance, Third Edition,***' was made possible under a project supported by the Civil Society Unit of the United Nations Environment Programme and the financial support of the European Commission. Composed by a team from Stakeholder Forum, it follows version one and two, 2011 and 2012, respectively, which were a joint initiative of SF and the Commonwealth Secretariat, in response to the perceived 'knowledge gap' on the history and dynamics of global governance for sustainable development.



The adoption on September 25, 2015, of the 2030 Agenda and its 17 Sustainable Development Goals (SDGs) marked an increased focus on governance issues. Policy objectives and targets ("What") are key, but they cannot be implemented without adequate and tailored governance frameworks ("How?"). This Pocket guide is not about setting policy targets, but about how to achieve them. Read more about it [here](#).

2025's other publication, **'Environmental Lobbying at the United Nations: A Guide to Protecting Our Planet,'** by Stakeholder Forum Fellow Felix Dodds and his co-author Chris Spence, provides a step-by-step, insider's guide on how to lobby and engage successfully at the United Nations. It reveals how the United Nations, which plays such a key role in issues from climate change to pollution of our air, land, and sea really works.

The authors outline how stakeholders can be effective from the very first day of their first UN meeting, and the book includes training materials produced by the authors. Read [more](#) about it [here](#).



Reports

Stakeholder Forum has, for decades, published papers around key issues on the environment, and sustainable development more broadly. In 2025, we focused on UN80 and the environment, the plastics treaty, and education.

Our sdg2030 papers are a series of think-pieces and knowledge-enhancing papers in the coming months and years. We published SDG 2030 Series Report No. 5 in 2025, *UN80: Reform of the Multilateral Environmental Agreements – Around the Triple Planetary Crisis of Pollution, Biodiversity, and Climate Change*, edited by Felix Dodds and Chris Spence, with Reflections by Liz Dowdeswell.

The fifth in the series recognizes that the world is in one of its most difficult periods and that multilateralism is under threat. These are not just the ones the UN refers to as the Triple Planetary Crisis – climate change, biodiversity loss, and pollution, but also migration and displacement, conflict, and the emergence of many new technologies that will impact our societies in ways we can only imagine. The full report is found [here](#), and stand-alone versions of each topic are listed on the following page, with individual links to them.



Paper 1 – Clustering the Environmental Conventions
by Chris Spence and Felix Dodds

Paper 2 – The Basel, Rotterdam and Stockholm Conventions, etc. by Michael. Stanley-Jones

Paper 3 – Toward Enhanced Synergies Among Biodiversity-Related MEAs by Hugo-Maria Schally

Paper 4 – Clustering Climate Conventions by Stacey Azores

Paper 5 – Better use of Expertise in Navigating the Polycrisis by Peter Bridgewater and Radhyun Kim

Paper 6 – UN80 – Is it Time for the Re-Emergence of the Global Ministerial Environment Forum by Jan Gustav Strandenaes

Paper 7 – Financing the Triple Planetary Crisis of Chemicals and Waste, Biodiversity and Climate Change by Craig Boljkovac, Hugo-Maria Schally, Stacy Azores, Felix Dodds, Chris Spence, and Idil Boran

Governance Papers

Breaking the Deadlock – Ideas for Advancing a Global Treaty on Plastics Pollution, by Craig Boljkovac

Higher Education for Sustainability: Leadership, Learning and the Development of Senior Teams, by Prof. Daniella Tilbury, Hon Fellow, St Catharine's College, University of Cambridge, and a Fellow at Stakeholder Forum

Newsletters & Blogs

Network 2030

In Spring 2025, SF published Network 2030 Issue 1, the first iteration of our relaunched Network newsletter. Originally published in 2000 in preparation for the Johannesburg World Summit on Sustainable Development, Network was updated shortly after the 2012 United Nations Conference on Sustainable Development, Rio+20.



As before, Network highlights Stakeholder Forum's most recent activities, new and recent publications, and upcoming events. And now that we are in the run-up to 2030, we hope Network can make an equally meaningful contribution today.

Distributed to our mailing list of more than 5,500 stakeholders, Network is often re-distributed by our partners. For example, during the seventh session of the United Nations Environment Assembly (UNEA-7) in December, we, along with the Civil Society Unit of UNEP, circulated three special editions of Network to promote the assembly, keep stakeholders up to date on the sessions, and our activities there.

The SF Blogs Space

Although SF's 2025 webinar activity was not as prolific as usual, our Blogs Space saw a lot of activity. It's a place for personal commentary and views on topics that interest SF Fellows and Associates, as well as the wide range of stakeholders who have attended events under the Stakeholder Forum banner, and that are consistent with SF's vision and mission. Listed below, you can follow **this link** to view them all.

- **Just Transitions: Multiple Challenges, Multiple Options**, by David O'Connor and Rene Marker-Katz, 19 August

- **Climate Change Goes to Court: What the ICJ Just Told the World**, by Prof. Daniella Tilbury, SF Fellow, 05 August

- **UN Reform: Is it Time to Renew the Idea of Clustering the Major Environmental Agreements?**, by Felix Dodds & Chris Spence, 14 July

- **Reflections on UNOC3: The Enduring Legacy of the Stakeholder Community**, by Kirsty Schneeberger, MBE, Founder and CEO of Athena Blue, 14 July

- **Valuing Nature to Secure the Future: A Call to Action**, by Eirini Pitsilidi, Fellow, Stakeholder Forum, and Arjan van Houwelingen, Sustainable Development Strategist and Consultant, 4 July
- **From Sendai, to Paris, to Geneva: Global Platform 2025 Unites Climate and Disaster Risk Reduction**, by Jamie Cummings, Associate, Stakeholder Forum, 11 June
- **As the United Nations High-level Political Forum 2025 is Nearly Upon Us**, by Felix Dodds, Fellow, Stakeholder Forum, 1 April

Websites

In addition to our primary website, <https://stakeholderforum.org/>, we maintain two other active sites, each developed for projects in 2022 and 2023, respectively - **Toward Stockholm+50** and **IntegrateSDGs**.

While the Towards Stockholm+50 and IntegrateSDGs initiatives have concluded, the websites remain as resources for global stakeholders.



Historical Sites

While no longer maintained or updated, some of our historical websites, including some of their resources, are listed below.

2020 - **The Global Forum for National SDGs Advisory Bodies** (dormant)

2011 - **Earth Summit 2012 (Rio+20)**

2011 - **Global Transition 2012**

2000 - **Earth Summit 2002** (The Johannesburg Summit)

2014 - **Global Network of National Councils for SD and Similar Bodies**

2008 - **Water Climate Coalition**

Directors, Fellows, and Associates

The Stakeholder Forum Board of Directors

Stakeholder Forum's primary entity is a not-for-profit company limited by guarantee under UK law. This is a form of organisation frequently chosen by social enterprises or non-governmental organisations (NGOs). Such companies do not have shareholders. They have members. The members do not put any share capital into the company and do not receive any dividends if the company makes a profit.

The Stakeholder Forum Board of Directors, currently constituted of five Members, is a hybrid of two board types: a Competency Board, where members are selected for their expertise, and a working board, wherein members participate in the organization's operations as needed. As such, our board undertakes some of the organization's ongoing and contractual work, provided their skill sets align, but not all members or the Chair are required to take on a working role.

The board is advised by a cohort of experts in governance and stakeholder engagement in sustainability policy processes on the global, regional, and local levels. These Stakeholder Forum Fellows and Associates share the organisation's vision to advance sustainable development at all levels.

Fellows and Associates

Stakeholder Forum Fellows and Associates are individual experts in stakeholder engagement across global, regional, and local sustainability policy processes. They share Stakeholder Forum's vision to advance sustainable development at all levels. Together, they bring decades of experience across all levels of government, academia, business and industry, the NGO community, and the United Nations' intergovernmental environment and development processes.

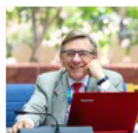
Fellows and Associates are structurally affiliated with Stakeholder Forum in a variety of capacities. Some are engaged to deliver project work for Stakeholder Forum, others are project leaders for work that they have brought in-house to be under the Stakeholder Forum umbrella, and some are renowned women and men who bring topic-specific knowledge to the organization. And others are the next generation of sustainability practitioners who share a common vision with Stakeholder Forum.



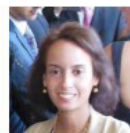
Louis Meuleman
Chair



Derek Osborn
Director & President, & Chair Emeritus



Jan-Gustav Strandenaes
Director & Senior Adviser on Governance



Claudia M. LaRue
Director & Senior Advisor on Governmental Affairs and Partnerships



Charles Nouhan
Director, Treasurer & Chair Emeritus



Irena Zubcevic
Executive Director & CEO



Tanner Glenn
Associate



Isis Alvarez
Associate



Jamie Cummings
Associate



Ahmed Rachid El-Khattabi
Associate



Helen Loveridge
Associate



Rene Marker-Katz
Associate



Leida Rijnhout
Fellow



Daniella Tilbury
Fellow



Felix Dodds
Fellow



David Hoan
Fellow



David O'Connor
Fellow



Ingeborg Niestroy
Fellow



David Banisar
Fellow



Eirini Pitsilidi
Fellow



Stephen Stec
Fellow



Ruben Zondervan
Fellow



Branislava Šaveljić-Balač
Fellow



Stakeholder Forum
for a sustainable future

Stakeholder Forum's Organisational Capacities and Experience

- In November 2025 Stakeholder Forum and the **United Nations Environment Programme** (UNEP) renewed their multi-year memorandum of understanding (MOU) to further their shared share common objectives with regard to the conservation, protection, enhancement and support of nature and natural resources, including biological diversity worldwide, as well as inclusive and transparent models for good governance, committing to collaborate to further these common goals and objectives within their respective mandates and governing rules and regulations.

Having engaged in several activities with UNEP these past years, the most recent example of our cooperative work has been a grant from UNEP, with financial support from the European Union, to SF to enhance civil society and other stakeholder engagement at UNEA7 and in the 2027 review of the 2030 Agenda, details of which can be found [here](#). In 2020 and 2021, SF was contracted to engage major groups and other stakeholders (MGoS) in the six UNEP regions in a series of capacity-building and train-the-trainer online workshops. Such sessions introduce participants to the United Nations Environment Assembly (UNEA) system, unravelling the process of negotiations, explaining how to influence sessions, understanding policy complexities, and explaining the political importance of UNEP's Medium-Term Strategy and the Programme of Work. In 2022, SF was engaged to deliver a similar set of capacity-building workshops in the run-up to UNEA 5.2 in February, as well as to Stockholm+50 and UNEP@50 later that year.

Most recently, for the Summit of the Future, the EU/UNEP funded the project, **IntegrateSDGs**, the purpose of which was to promote integrated thinking and actions to advance the Sustainable Development Goals. Through Communities of Practice, IntegrateSDGs fosters collaboration among all stakeholders to explore, design and implement integrated approaches and solutions that leverage interdependencies and balance economic, social and environmental progress. That work is ongoing.

- As the initiating partner of the **Global Forum for National SDG Advisory Bodies**, the Global Forum, SF provided the early secretariat services to support the Global Forum as it developed, and in that capacity devised a draft communications strategy, devised and delivered the first in a series of Global Forum webinars, and established the early Global Forum website.

SF's decades-long experience with multi-stakeholder processes and the translation of collective knowledge into novel policy solutions lends itself to delivering a wide range of peer learning and capacity-building initiatives to support implementation of the 2030 Agenda and Beyond.

Stakeholder Forum's additional capabilities

Stakeholder Engagement through Capacity Building and Multi-stakeholder Dialogues

Over the years, Stakeholder Forum organised stakeholder engagement for the following processes:

- In October 1996, proposed to the UN General Assembly the idea of multistakeholder dialogues at Rio+5;
- Worked as part of UN DESA's Division on Sustainable Development working group to design the process for MS dialogues from 1998 onwards;
- Co-Coordinated the NGO input to the multi-stakeholder dialogues at the UN Commission on Sustainable Development meetings with UN DESA (1998-2001);
- Coordination of NGO activities around the Second World Water Forum in The Hague (March 2000);
- Facilitation of multi-stakeholder dialogue sessions with Environment Ministers in Bergen, Norway (September 2000);
- Organisation of the multi-stakeholder dialogues around the Johannesburg Summit European and African Regional Preparatory meetings (December 2001);
- Bonn International Conference on Freshwater (2001);
- Capacity Building and Training Programmes in preparation for the Johannesburg (2002) & Rio (2012) Earth Summits;
- Multi-stakeholder engagement with the UNEP Hills to Oceans Conference 2004;
- Bonn Renewable Energy Conference (2005);
- Multi-stakeholder engagement with the Beijing UNEP Review Conference for the Land-Based Forms of Pollution to the Marine Environment (2006);
- Stakeholder Forum supported the mobilisation and engagement of stakeholders for the Climate Investment Fund (CIF) Partnership Forum in Manila (2010);

- Chaired the Bonn UN DPI NGO Conference (2011), which identified the first set of SDGs;
- Facilitated the Multistakeholder engagement and dialogues for the Bonn Nexus Conference (2011);
- Ad Hoc Open-ended Expert Group meetings on Convention on microplastics and marine litter (2018 & 2019);
- Global Pact for the Environment (coordinated NGO participation at expert meetings & webinars in 2019 & 2020);
- In cooperation with UNEP, stakeholder engagement in United Nations Environment Assembly (UNEA) processes (2011 to present day);
- Towards Stockholm+50, a joint initiative by Stakeholder Forum and Forum for utvikling og miljø (the Norwegian Forum for Development and Environment), ForUM. Towards Stockholm+50 is a stakeholder-led initiative funded by the United Nations Environment Programme's Civil Society unit with support from the Government of Sweden; and
- IntegrateSDGs: For the Summit of the Future, this EU/UNEP-funded project in 2023/24 had the purpose of IntegrateSDGs is to promote integrated thinking and actions to advance the Sustainable Development Goals. Through Communities of Practice, IntegrateSDGs fosters collaboration among all stakeholders to explore, design and implement integrated approaches and solutions that leverage interdependencies and balance economic, social and environmental progress.

A history of establishing global networks and platforms

- In addition, Stakeholder Forum created an early iteration of a network of national councils for sustainable development in 2014, in the form of an internet portal – the **Global Network of National SD Councils**, funded by the Finnish Ministry of the Environment and the German Council for Sustainable Development - RNE. While that initiative did not endure, it sparked the movement to create the current Global Forum.
- Prior to the establishment of the Global Network of National SD Councils portal, Stakeholder Forum was instrumental in the establishment of a global network of regional governments for sustainable development. During the final preparatory meeting for the 2002 Johannesburg WSSD, a clear gap in levels of governance was identified at the regional/sub-national level. In response, Stakeholder Forum held several consultations with regional government representatives at the final WSSD PrepComm in Bali, Indonesia.

From those discussions, it was agreed that SF would organise a conference for regional governments during the 2002 Summit. That work produced **The Gauteng Declaration**, a website for regional and sub-national governments, and a commitment to establish a new global network for regional governments. SF acted as the interim secretariat for the early network from September 2002 to May 2003, and while doing so set up the process for what would be the first global network for sub-national government - the 'Network of Regional Governments for Sustainable Development - nrg4SD.' In 2019, it became **Regions4**, and now represents 41 regional governments from 21 countries on 4 continents, and to this day retains links with SF.



Annual Financial Statement

**STAKEHOLDER FORUM FOR A SUSTAINABLE
FUTURE**

**UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2025**

**STAKEHOLDER FORUM FOR A SUSTAINABLE
FUTURE COMPANY INFORMATION FOR THE
YEAR ENDED 31ST DECEMBER 2025**

DIRECTORS:

C A Nouhan
F A Osborn
Ms C LaRue
J-G Strandenaes
A A M Meuleman

REGISTERED OFFICE:

2 The Links
HERNE BAY
Kent
CT6 7GQ

REGISTERED NUMBER:

05243470 (England and Wales)

ACCOUNTANTS:

McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

**STAKEHOLDER FORUM FOR A SUSTAINABLE
FUTURE (REGISTERED NUMBER: 05243470)**

**BALANCE SHEET
31ST DECEMBER 2025**

	Notes	2025 £	2024 £
CURRENT ASSETS			
Debtors	5	1,122	1,155
Cash at bank and in hand		57,862	75,513
		<u>58,984</u>	<u>76,668</u>
CREDITORS			
Amounts falling due within one year	6	41,190	51,593
NET CURRENT ASSETS		<u>17,794</u>	<u>25,075</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>17,794</u>	<u>25,075</u>
RESERVES			
Income and expenditure account	7	17,794	25,075
		<u>17,794</u>	<u>25,075</u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st December 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st December 2025 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

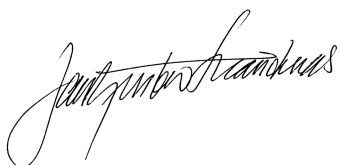
In accordance with Section 444 of the Companies Act 2006, the Income Statement has not been delivered.

The financial statements were approved by the Board of Directors and authorised for issue on 1st July 2026 and were signed on its behalf by:



C A Nouhan - Director

J-G Strandenaes - Director



**STAKEHOLDER FORUM FOR A SUSTAINABLE
FUTURE NOTES TO THE FINANCIAL
STATEMENTS FOR THE YEAR ENDED 31ST
DECEMBER 2025**

1. STATUTORY INFORMATION

Stakeholder Forum For A Sustainable Future is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

The presentation currency of the financial statements is the Pound Sterling (£).

2. STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006.

3. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements have been prepared under the historical cost convention.

Turnover

Grants receivable are recognised in the income statement on a time apportionment basis over the duration of the project.

Taxation

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date and is not discounted.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction.

Exchange differences are taken into account in arriving at the operating result.

Pension costs and other post-retirement benefits

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

4. EMPLOYEES AND DIRECTORS

The average number of employees during the year was 5 (2024 - 4).

5. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Other debtors	1,122	1,155

6. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	1,999	2,000
Other creditors	39,191	49,593
	41,190	51,593

**STAKEHOLDER FORUM FOR A SUSTAINABLE
FUTURE**

**NOTES TO THE FINANCIAL STATEMENTS -
continued FOR THE YEAR ENDED 31ST DECEMBER
2025**

7. RESERVES

Income and
expenditure
account £

At 1st January 2025
Deficit for the year

25,075
(7,281)

At 31st December 2025

17,794

8. CONTROLLING PARTY

The company is limited by guarantee with more than one member, none of whom have a controlling interest in the company.

9. LIMITED BY GUARANTEE

The company is a private company limited by guarantee and consequently does not have share capital. Each member is liable to contribute to an amount not exceeding £1 towards the assets of the company in the event of a liquidation.



Stakeholder Forum

for a sustainable future

Registered Addresses

In the United Kingdom of Great Britain and Northern Ireland:
2 The Links, Herne Bay, Kent CT6 7GQ

In The Netherlands: Roggekamp 619, 2592XB The Hague

In the United States of America: New York, NY

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