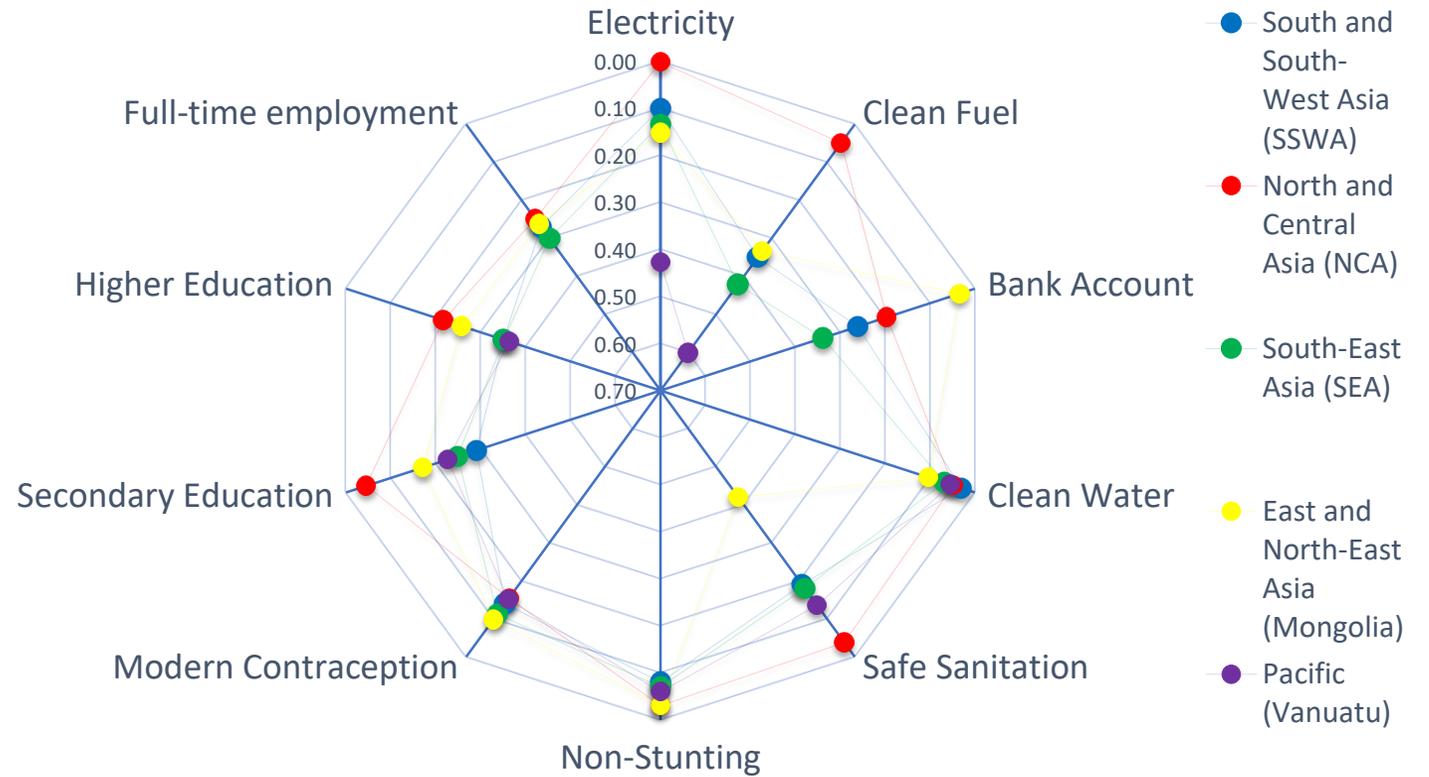




# Engagement of Vulnerable Groups for Decision-Making and Public Service Delivery

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Wide disparities continue to exist



Source: ESCAP 2018: Inequality in Asia and the Pacific in the era of the 2030 Agenda for Sustainable Development. The closer a country is to the centre of the graph, the higher the D-index and higher the inequality.

Apply resource mobilization strategies that recognize diverse perspectives

- A well-designed and administered tax system can
  - promote inclusion
  - encourage good governance, stimulate investment and job creation
  - promote social justice
  - advance an equal society



Harnessing new opportunities offered by information technology-related innovations to enable more progressive and targeted approaches to tax policy design and implementation.



Engaging informed and empowered citizen groups in tax policy formulations.



Building enforcement capacity within tax administration for promoting inclusion and equality.

*Source: ESCAP, ADB and UNDP 2019. Accelerating progress. An empowered, inclusive and equal Asia and the Pacific*

Integrating empowerment and inclusion approaches into climate actions can

- hasten transition to renewable energy
- widen uptake of climate-smart agricultural practices
- create climate-resilient communities
- remove obstacles to realizing green economy benefits



Ensure that the scope of climate actions integrates participation and voice and rights-based approaches



Realign the institutional structure for decision-making on climate action to ensure that the groups most affected by the impacts of climate change have adequate representation and voice.



Promote context-specific research and disaggregated data to identify emergent vulnerabilities and tailor climate actions to meet diverse societal needs.

*Source: ESCAP, ADB and UNDP 2019. Accelerating progress. An empowered, inclusive and equal Asia and the Pacific*

# Observations on implementation of 2030 Agenda

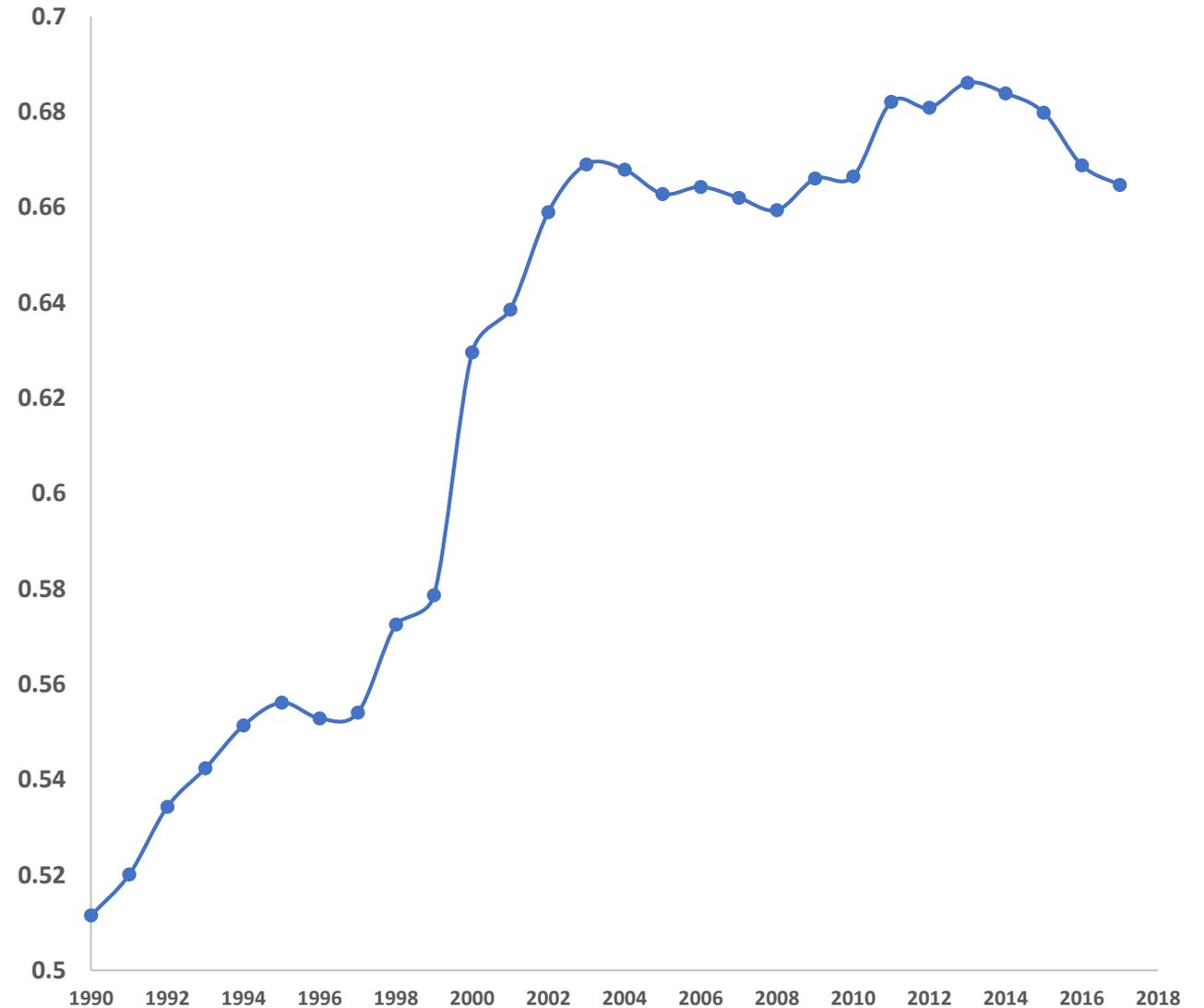
## **Strong points**

- Recognition of the need to engage more meaningfully
- Multi-stakeholder bodies for coordination and technical support

## **Room for improvement**

- Definition of purpose for engagement
- Better understanding of resources required
- Institutionalization missing
- Meaningful partnership and engagement
- Action stops at the VNR – but should not

Civil Society Participation Index for Asia-Pacific



Source: ESCAP, ADB and UNDP 2019. Accelerating progress. An empowered, inclusive and equal Asia and the Pacific

Engagement of vulnerable groups needs high institutional  
“engagement competence” - this means

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- The reason & mandate to engage is clear to all staff
- There is guidance and support to staff through internal policies, standards and resources
- Organizational culture is aligned with principles that promote the right to participate in public affairs
- There is skilled application of the engagement process
- The organization understands its stakeholders
- Flexibility, authority and resources to engage are present



Developed by ESCAP and IAP2 to meet the need for a practical guide to meaningful engagement for the 2030 Agenda

- Introduces emphasis on inclusion, integration & transformation
- Draws on best practice indicators and multi-stakeholder input
- “Field” tested in voluntary national review report processes
- Quality process-focussed

Useful for:

- Quick self-assessment of current practice
- Institutionalization processes (discussions around quality engagement)
- As support to planning, process and implementing stakeholder engagement (checklist)
- Assessing completed processes
- **[Does not assess outcome]**

## A Planning and Assessment Tool

# The Planning and Assessment Tool – 3 main elements:

## Four dimensions of quality engagement

The framework points to specific principles that can help policymakers and leaders better understand critical elements of meaningful stakeholder engagement. Each of the dimensions is linked, and each has relevance at each stage of the engagement planning

## A framework of indicators

Each of the four dimensions is supported by a series of practical indicators of quality engagement that identify specific factors to be built into planning, delivering and managing effective engagement processes.

## An assessment guide

Supports assessment of planned or delivered engagement process by defining practice that is *below standard*, *minimum acceptable standard*, and finally, above and beyond the acceptable standard, towards *leading practice*. The indicators are complemented by a scoring guide

# 4 Dimensions of quality engagement



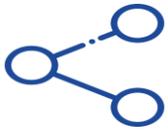
**PURPOSEFUL  
ENGAGEMENT**

- Clear objective, a plan, resources, responsibility & follow up and a commitment to improve



**INCLUSIVE  
ENGAGEMENT**

- Barriers to participation (cultural, ability, geographic, other) removed/recognized, stakeholders mapped and analyzed, ensuring “no one left behind”



**PROACTIVE  
ENGAGEMENT**

- Outreach and communication, involving stakeholders in designing participation, providing feedback



**TRANSFORMATIVE  
ENGAGEMENT**

- Value-creation for the organization and society – works towards changing long-term outcomes

# Indicators: inclusive engagement



## INDICATORS & EXPLANATION

### INCLUSIVE ENGAGEMENT

**3.1 Stakeholder and context analysis** [Stakeholders and their contexts are analyzed, and the analysis influences engagement design and planning]

**3.2 Diversity of perspectives** [A diverse range of perspectives is targeted\* and there are equitable opportunities for them to be communicated and considered]

*\* including different forms of knowledge, assenting and dissenting views, scientific perspectives, values and others*

**3.3 Dealing with barriers to participation** [Barriers to participation\* are clearly identified and explicit steps are taken to reduce them]

*\* e.g. accessibility, technology, socio-cultural norms, religion, language, peer pressure etc.*

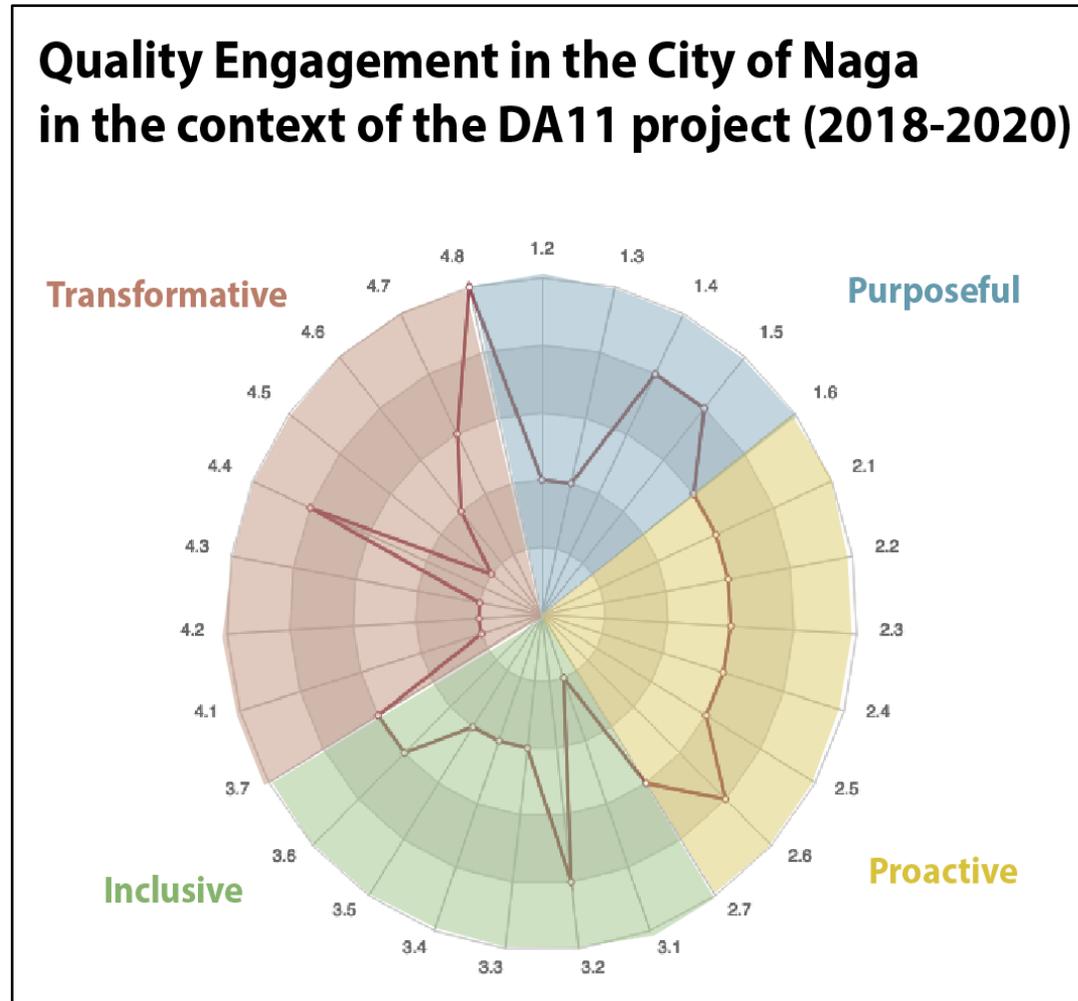
**3.4 Inclusion of vulnerable and marginalised groups** [Vulnerable and marginalised groups are clearly identified and specific measures\* are put in place to enable them to participate on an equitable basis]

*\* e.g. mitigating power imbalances, addressing barriers and capacity gaps, recognizing self-organization*

**3.5 Appropriateness from cultural and other perspectives** [Engagement design and delivery recognize and respond to cultural factors]

**3.6 Provision of safe spaces** [Methods, facilitation and the governance of lead organizations ensure safe space for the participation of all stakeholders]

# An example at the local government level



# Take-aways: Why strengthen engagement?

- Strengthen technical assessment and official data sources with stakeholder views
- Complex problems need stakeholders to be part of finding the way forward
- Contributes to an organisation's reputation around responsible governance
- Contributes to building or restoring trust
- Helps build capacity and strengthen communities
- Can save time and money in the long run >> sustainable decisions

Thank you !

Environment and  
Development Division  
ESCAP



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