

Methodology for Measuring UN Habitat-Stakeholder Engagement *

<p>Stakeholder participation</p> <p>Stakeholders are able to negotiate with decision makers and have real influence on planning, policies and programmes.</p>	<p>8. Democratic control: Stakeholders have the final decision-making power over planning not the officials.</p> <p>7. Delegation: Powerholders negotiate with stakeholders, not the other way around. Sometimes in hostile environments, parallel community groups can be formed with veto rights and negotiation between the groups facilitated.</p> <p>6. Partnership: Power is distributed between powerholders and stakeholders by negotiation through structures such as joint policy boards, advisory councils and planning committees. Power structures inside the community of concerned parties is transparent and well-functioning, and communities are supported with economic means for leaders to cover the expenses of the community's own agents and representatives (technicians, lawyers, and community organizers and leaders).</p>
<p>Tokenism</p> <p>Stakeholders are allowed to access information and express their views, however, without any guarantee that the voice of concerned parties will be considered in the plans.</p>	<p>5. Placation: Concerned parties are included in planning by having representatives on planning committees. Positive results are achieved when adequate technical assistance and community coherence are present to advocate priorities. However, the final right to decision making over plans, policies and programmes remains at the official level.</p> <p>4. Consultation: Sounding out concerned parties, as through surveys, meetings and public hearings, is crucial for planning, but is combined with other forms of participation to ensure that the information gathered truly reflects the needs and priorities of stakeholders and is used in the decision making.</p> <p>3. Informing: Knowledge sharing with stakeholders on rights, responsibilities and options enables participatory planning, but is not limited to merely producing and publishing information. Instead, dissemination becomes a channel of interaction and negotiation in an early planning stage when stakeholders still have the possibility to influence decisions and outcomes.</p>
<p>Nonparticipation</p> <p>Stakeholders have no substantive role or formal channel in influencing decisions or corresponding actions that affect them.</p>	<p>2. Therapy: Participation is transferred to group therapy, taking the focus away from important matters related to community and stakeholder planning.</p> <p>1. Manipulation: Concerned parties are placed in forums such as advisory committees to "prove people's involvement in a programme," but without any real power to influence.</p> <p>0. Exclusion: The absence of a strategy, mechanism or facility for stakeholder engagement or participation.</p>

* Adapted from Sherry Arnstein, "A Ladder of Citizen Participation," *Journal of the American Planning Association*, Vol. 35, No. 4 (July 1969). Pp. 216-24.

Participation

The term "participation" of citizens or stakeholders is often used without attention to the requisite of distributing citizens' or communities' power in relation to decision-making authorities. Non-participation is the way of power holders claiming inclusion of people without any real objective of enabling stakeholder participation.

The need to redistribute decision-making power through a participatory model led Susan Arnstein to propose a ladder of participation with eight levels of citizen/stakeholder engagement. Added here is also the level of Exclusion, which is the absence strategy, method, mechanism or practice of engaging stakeholders concerned or affected by official decisions, plans, programmes and projects. Taking levels 1 through 8 as progressive steps, they redistribute decision-making power more equitably and, thereby, operationalize the principle of greater participation = greater dignity for all parties.

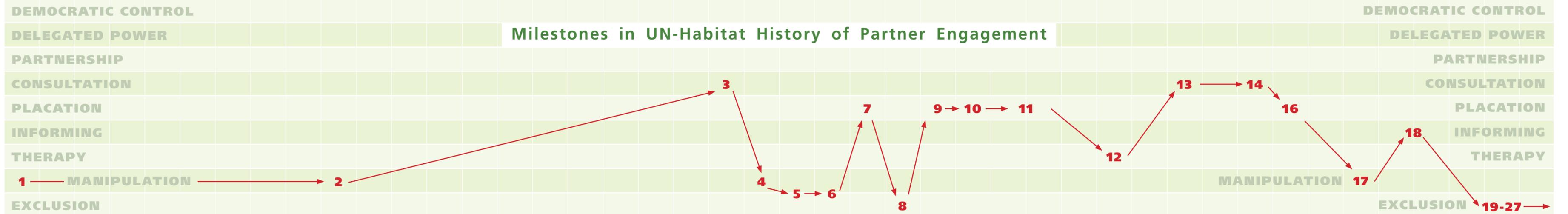
In the context of UN Habitat planning and operations or SDG and NUA implementation, monitoring and evaluation, often political and ideological agendas may operate, even when not immediately apparent. Sensitivities between and among parties make it important to understand the motives of power holders and include stakeholders in genuine participation in order to succeed in executing the complex tasks and commitments set out in global policy frameworks.

Charting UN Habitat-Stakeholder Engagement



Habitat International Coalition

1976 1977 1978 1979 1980 1981 1982 1983 1984 1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019



1	1976 Habitat I Conference, Habitat NGO Forum, Vancouver	8	Feb 2001 CHS rejects draft World Charter of Local Self-Government (WCLSG); UN Habitat blocks entry of LAs and NGOs to plenary; civil society and local authority participation in CHS meetings declines	13	2008–09 Fourth WUF (2008) leads GC to endorse Youth Advisory Board (2009). Youth and Women’s Assemblies established.	19	2016 Habitat III Conference Quito; no roadmap for partner engagement in the New Urban Agenda (NUA)	24	Jan 2019 Habitat management asks key staff to recommend members of new Stakeholder Advisory Board without consultation with partners
2	1978–92 Habitat International Coalition (HIC) major NGO partner of UN Habitat	9	Dec 2001 UN GA upgrades UN Habitat and endorses World Urban Forum (WUF) as partner platform of experts.	14	2010 World Urban Campaign launched at WUF 5 in Rio	20	Dec 2017–Jan 2018 UN GA requests Habitat CPR to draft action framework for NUA in close collaboration with Habitat Partners; Habitat announces work on Stakeholder Engagement Policy (SEP)	25	Feb 2019 Habitat Committee of Permanent Representatives (CPR) begins work on rules of procedure for new Habitat Assembly; no consultation with partners
3	1994-6 Habitat II PrepCom declares Habitat II “conference of partners”. Habitat II’s landmark action plan declares local authorities and civil society “Habitat Agenda Partners.”	10	2002 First WUF, its report influences outcome of Rio +20	15	2011 By 2011 external advisory boards on women and youth functioning at UN Habitat	21	June 2018 Habitat CPR proposes new Habitat Assembly and Executive Board without consultations with partners; begin consideration of SEP	26	Mar 2019 Draft rules of procedure for Assembly and Board ready for review, in sum they downgrade partner representation
4	1997 Commission on Human Settlements (CHS) rejects new ILO-style tripartite governance structure	11	2003 Habitat’s new Governing Council opens up to civil society and local authorities in ground-breaking move	16	2012 WUF sessions stop issuing reports with recommendations	22	Oct 2018 Habitat continues to work on SEP without known inputs from stakeholders and partners.	27	May 2019 First session of Habitat Assembly, to be preceded by one-day Stakeholder Forum as decided by Habitat management without proper consultations or agreed agenda.
5	1998 UN Habitat declines, restructuring begins	12	2006 Advisory Group on Forced Evictions suspends, some key NGOs cease work with UN Habitat	17	2014 Organized policy dialogue with partners declines as Habitat focuses on operational activities.	23	Dec 2018 Habitat announces completion of SEP but not made public. UN GA approves new governance structure of Habitat; Resolution makes no mention of partners and stakeholders.		
7	1999–2000 UN Habitat launches around two inclusive “campaigns”; UN Advisory Committee of Local Authorities (UNACLA) founded			18	2015 Habitat III preparations lead to partial partner re-engagement in General Assembly of Partners (GAP), but not as a channel of substantive input and without a normative framework.				