




*Empowered lives.  
Resilient nations.*

# Multi-Stakeholder Decision-Making

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A Guidebook for Establishing a Multi-Stakeholder Decision-Making Process  
to Support Green, Low-Emission and Climate-Resilient Development Strategies





UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

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# Foreword

Climate change is a defining challenge of our time, and one of the most pressing threats to development today. Its impacts are affecting all continents and often reversing hard-earned development gains, placing the global community into uncharted territory, where the human and economic stakes are high.

The challenge of addressing climate change cannot be overestimated. It will require a substantial transformation of the present economic development model. Like all transformative processes, this shift may change the comparative advantages of nations, industries and communities.

It is the firm belief of UNDP that a successful response to climate change can and must mean social, economic and environmental improvements—increased social inclusion and poverty reduction, job creation and income generation, and environmental safeguards. As countries make this transition to climate compatible development, they will build the resilience of their societies to a range of shocks—political, economic and environmental—to safeguard their citizens, as well as their physical and economic environment.

However, changes no doubt will generate a political and social debate and increase planning complexity. Even win-win options could face resistance from entrenched interest groups. A successful shift to an inclusive, resilient and low-emission society will require a distinct way of decision-making to negotiate disagreements, build trust among stakeholders and foster a long-term common vision.

The scale and quality of stakeholder involvement in the elaboration of a low-emission climate-resilient development strategy will determine its legitimacy, the feasibility of its financing and the effectiveness of its implementation. This calls for a multi-stakeholder approach that involves public officials, businesses, and individual citizens in the definition of the issues and in the identification of the solutions, and which also empowers them to sustain their own livelihoods and aspirations by acting on it at work and at home.

UNDP is active and on the ground in 177 countries and territories assisting national and subnational governments on the issues that drive this transition: economic growth, poverty and inequality reduction, provision of basic services, employment, food and water security, and a clean and efficient energy supply. Our work has shown that a multi-level, multi-sector, multi-stakeholder approach is imperative in order to effectively align national climate goals and sustainable development objectives.

Consolidating this experience, this guidebook is designed to help construct such an adaptable and flexible multi-dimensional governance framework that will negotiate and drive the critical transition to a green, low-emission and climate-resilient society. It offers methods to identify and map key sectors and stakeholders to participate in the process, and provides detailed guidance on options for developing and operationalizing a green low-emission and climate-resilient planning infrastructure, including through country and regional examples.

This guidebook builds on UNDP's decades of experience in delivering climate change programming and is part of a series of practical guidance documents and toolkits intended to support national and subnational governments in achieving green, low-emission, climate-resilient development. It is my hope that the guidebook will contribute to ongoing country efforts to integrate development and climate change policymaking and planning, and to involve relevant actors and stakeholders throughout the planning and implementation process.



Rebeca Grynspan, Associate Administrator  
United Nations Development Programme

## Acronyms

CAS	Country Assistance Strategy
CPEIR	Climate Public Expenditure and Institutional Review
CBO	community-based organization
DOE	Department of Environment
GHG	greenhouse gas
LCDS	Low-Carbon Development Strategy
LDCs	Least Developed Countries
LECRDS	Low-Emission, Climate-Resilient Development Strategy
NAMA	Nationally Appropriate Mitigation Action
NAP	National Action Plan
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Climate Change Communication
NGO	non-governmental organization
NIP	National Implementation Plan
NSDS	National Sustainable Development Strategy
PECC	Special Program on Climate Change
PNMC	National Plan on Climate Change (Mexico)
PRSP	Poverty Reduction Strategy Paper
REDD	Reducing Emissions from Deforestation and Forest Degradation
RSC	Regional Service Center
RTA	Region-based Technical Advisor
TOR	terms of reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

# UNDP Support for Green, Low-Emission and Climate-Resilient Development

This guidebook is part of a series of manuals, reports and toolkits that draws upon the experience and information generated by the United Nations Development Programme's (UNDP) support for climate change adaptation and mitigation projects in some 140 countries over the past two decades. UNDP is now assisting national and subnational governments to prepare green, low-emission and climate-resilient development strategies (Green LECRDS).

Green LECRDS are long-term, cross-sectoral frameworks for guiding the gradual transformation of the economy and society to reduce emissions and vulnerabilities and increase human and ecological resilience. Green LECRDS are rooted in robust and cross-cutting scientific, institutional, financial, and socio-economic assessments of i) present and future climate change scenarios, ii) current and projected sustainable development objectives, and iii) integrated economy-wide response options. The preparation of a Green LECRDS involves a country-driven, multi-stakeholder and multi-sectoral five-step process that identifies, assesses and prioritizes opportunities and tradeoffs, as well as appropriate public and private financial mechanisms. The process culminates in programmatic road maps for sustainable development trajectories that are climate resilient, low emission, and provide for energy security. Green LECRDS can also serve as the programmatic nexus for attracting, sequencing and combining conventional and innovative sources, both public and private, of sustainable development and climate financing. Such strategies can only be developed and implemented with the resolute participation of high-level public and private decision makers along with relevant stakeholders across multiple sectors, whose mobilization and coordination is the subject of this guidebook.

These UNDP resources are intended to enable project managers, UNDP Country Offices and developing country decision makers to acquaint themselves with a variety of methodologies in the preparation of Green LECRDS. In a flexible and non-prescriptive manner, the publications offer guidance for the identification of key stakeholders and establishment of participatory planning and coordination frameworks; generation of climate change profiles and vulnerability scenarios; identification and prioritization of mitigation and adaptation options; assessments of financing requirements; and development of low-emission climate-resilient road maps for project development, policy instruments and financial flows. They are available on [www.undp.org/energyandenvironment/climatestrategies](http://www.undp.org/energyandenvironment/climatestrategies).

# Contents

<b>Purpose of guidebook</b>	<b>vi</b>
Where this guidebook fits	vii
Target audience	ix
Structure of the guidebook	ix
<b>PART I. GREEN LECRDS GOVERNANCE FRAMEWORK</b>	<b>1</b>
<b>Multi-level approach</b>	<b>4</b>
<b>Multi-sector approach</b>	<b>6</b>
<b>Multi-stakeholder approach</b>	<b>8</b>
<b>PART II. IDENTIFICATION OF KEY SECTORS AND STAKEHOLDERS FOR GREEN LECRDS PLANNING</b>	<b>11</b>
<b>Phase 1: Conduct preliminary mapping of climate economy</b>	<b>13</b>
<b>Phase 2: Conduct policy, regulatory, legal, financial, and governance scans across sectors</b>	<b>14</b>
Policy, regulatory, and legal scans	14
Financial scan	16
Governance scan	17
<b>Phase 3: Prepare stakeholder analysis matrix</b>	<b>18</b>
Suggested procedures for stakeholder analysis	19
<b>PART III. GREEN LECRDS PLANNING INFRASTRUCTURE</b>	<b>21</b>
<b>Political and legal sanction for Green LECRDS</b>	<b>24</b>
<b>Green LECRDS multi-stakeholder task force</b>	<b>26</b>
<b>Green LECRDS technical and policy working groups</b>	<b>28</b>
Multi-level composition of working groups	28
Multi-sectoral working group themes	28
Long-term planning horizons and methodologies	33
<b>Green LECRDS coordinator and team</b>	<b>34</b>
<b>PART IV. OPERATIONALIZING THE GREEN LECRDS PLANNING FRAMEWORK</b>	<b>37</b>
<b>Structured dialogues, consultations, and multi-stakeholder workshops</b>	<b>38</b>
<b>Green LECRDS communications strategy</b>	<b>40</b>
<b>SUMMARY: Critical elements of an effective Green LECRDS multi-stakeholder decision-making process</b>	<b>43</b>

<b>ANNEXES</b>	<b>47</b>
Annex 1. UNDP technical advisory infrastructure to support Green LECRDS	48
Annex 2. LECRDS manuals and guidebooks	49
Annex 3. Formulation process and scope of selected national climate change strategies	51
Annex 4. Chicago checklist for Climate Action Planning	52
Annex 5. Local government financial scan	53
Annex 6. Terms of reference	57

<b>BOXES</b>	
Box 1. Mexico’s Special Program on Climate Change (PECC) links climate and development	vi
Box 2. Typical construction of a Green LECRDS road map (Steps 1-5)	vii
Box 3. The role of stakeholder participation in legitimizing the Green LECRDS process	2
Box 4. Summary of main multi-level participants in Green LECRDS	4
Box 5. The importance of the subnational level for Green LECRDS	5
Box 6. Water-energy nexus	7
Box 7. Chicago’s Climate Action Plan joins mitigation and adaptation	8
Box 8. Purpose of Green LECRDS for stakeholders at different levels	9
Box 9. Relevant strategies, plans, and data for Green LECRDS process	15
Box 10. Nepal’s Climate Public Expenditure and Institutional Review (CPEIR)	16
Box 11. Mexico City’s Climate Action Program	20
Box 12. Chicago’s Climate Action Plan	23
Box 13. Political champion is vital for Green LECRDS	24
Box 14. Brazil’s National Plan on Climate Change (PNMC) mandated by law	25
Box 15. Chicago’s Multi-Stakeholder Task Force	26
Box 16. Guyana’s Multi-Stakeholder Steering Committee	27
Box 17. China’s 12th Five-Year Plan proposes new climate economy	33
Box 18. Location of the Green LECRDS Coordinator and Team	34
Box 19. Progress on Green LECRDS in Uruguay	39

<b>FIGURES</b>	
Figure 1. Green LECRDS 5-step process	vii
Figure 2. Depiction of an integrated Green LECRDS governance framework	3
Figure 3. A step towards the sustainable city – assessing carbon footprint across sectors	5
Figure 4. Global greenhouse gas emissions by sector	6
Figure 5. Budgeted cross-sectoral actions to reduce greenhouse gas emissions in Mexico City	17
Figure 6. Stakeholder analysis matrix	18
Figure 7. Green LECRDS planning process and constitutive elements	22
Figure 8. Multi-sectoral contributions towards 2030 emission reduction goals in the City of Portland	29
Figure 9. Energy consumption and emissions in the City of Paris	31
Figure 10. Mexico City web portal	40
Figure 11. City of Chicago web portal	40
Figure 12. City of Paris web portal	41

<b>TABLES</b>	
Table 1. An example of mapping a climate economy for Green LECRDS	13
Table 2. Green LECRDS Step 1 roles and responsibilities	36
Table 3. Formulation process and scope of selected national climate change strategies	51



# Purpose of guidebook

## Box 1. Mexico's Special Program on Climate Change (PECC) links climate and development

Mexico's special program on climate change (PECC), mandated by the national government, establishes a national low-carbon development scenario. The scenario identifies priorities and financing sources and is based on 17 sectoral reviews and broad public consultations. The PECC is a multi-stakeholder process, encompassing actors from the private sector and civil society. It seeks to halve Mexico's emissions by 2050 by implementing mitigation, adaptation, and cross-cutting policies across key economic sectors, such as energy generation and use; urban transportation; agriculture, forests, and other land uses; water; and waste.

PECC forms an integral part of the environmental sustainability pillar of Mexico's National

The engagement with green, low-emission and climate-resilient development strategies (Green LECRDS) has emerged since 2008 in connection with United Nations Framework Convention on Climate Change (UNFCCC) negotiations and decisions as the international community and individual nations, regions, and cities ponder the means to a low-emission, climate-resilient future based on sustainable development priorities. Green LECRDS join climate change and development concerns by building on existing strategies and plans, marshalling new information and resources, and fostering responsible and transparent action on the part of governments and citizens. The Green LECRDS preparation process culminates in a long-term road map for addressing climate change mitigation and adaptation and achieving sustainable development objectives. Green LECRDS also provide an integrated funding and technical assistance framework for allocating domestic budgets and resources and attracting new private sector and international financing and support over the short- and medium-term.

The purpose of Green LECRDS is *not* to create rules and constraints to development, but rather to complement existing strategies in promoting the pursuit of social change and economic growth through more sustainable development paths. UNDP experience in assisting national and subnational governments has shown that aligning climate policy with the imperatives of economic growth, poverty and inequality reduction, and other urgent development needs—such as the provision of basic services, employment, food and water security, and a clean and efficient energy supply—is critical.<sup>1</sup> Therefore, a genuinely viable Green LECRDS will demonstrate alignment of national climate goals and sustainable development objectives (see Box 1).

Green LECRDS allow developing countries to respond more effectively to climate change and reach sustainable development objectives by overcoming the sectoral barriers of most national and subnational development plans. Green LECRDS also aim to build on—and go beyond the limitations of—climate models, climate greenhouse gas inventories, climate technology assessments, climate risk assessments, and climate finance plans. UNDP experience shows that while these tools, studies, and plans are necessary, they lack efficacy when applied in isolation. Participatory multi-stakeholder processes are essential to build consensus and ownership while legal ratification and policy approval provide credibility and mandate the realization of Green LECRDS. The purpose of this guidebook is to support the construction

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