

OUTREACH



BUILDING PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

FRIDAY 4TH

REFLECTIONS on the PROCESS...

Elin Bergithe Rognlie, Deputy Director General of the Norwegian Ministry of Foreign Affairs, Section for Environment and Sustainable Development spared a few minutes to share some impressions of the IPM and CSD-12/13 process with Outreach. Given their role as Chair of CSD-12 and the first of the two-year CSD cycle on water, Outreach was curious to see their views on this year's process.

Overall, Ms. Rognlie felt that this IPM has been positive and constructive with a good atmosphere, constructive dialogue, and a substance-oriented approach. She also stressed that whereas CSD-12 looked at different challenges, CSD-13 is very different, looking at the policy aspects and coming up with recommendations. While the IPM could have gotten stuck focussing on the process, it hasn't. Instead it has been a real interactive dialogue.

Ms. Rognlie also emphasized what she saw as the thrust of what needs to be done, including:

- Enabling local authorities to implement actions on-the-ground
- Putting the focus on people, and in particular, women
- Needing to include water, sanitation and settlements in national poverty reduction strategies.

She was realistic, but optimistic. "We would all like to be concrete," she said. "But perhaps we haven't come that far. It's a difficult challenge to make realistic and appropriate recommendations and implementation tools. But, especially positive is that that we are generating political visibility and support for the concrete actions."

She expressed hope that those actions will be generated by the work at CSD-13 in April. "They should also absolutely lead into the Millennium Development Summit."

... and on the FUTURE

Contributor: Felix Dodds,
Executive Director, Stakeholder Forum

"Over the bleached bone of numerous civilisations are written the pathetic words. Too Late!"

Martin Luther King

With the Secretary General now considering his response to the **Panel on Threats, Challenges and Change**, it is clear that the Millennium Summit + 5 will be looking seriously at the implications for linking together the development, environment and peace and security agendas.

John Elkington of Sustainability made a very interesting presentation at the UNEP Industry consultation in 2004, which I have further developed, trying to give perspective to where we are and what challenge may lay ahead.

Elkington produced a diagram of upturns and downturns, or waves, for the past thirty to forty years. He argued the 'Limits to Growth' is the first wave. This is highlighted by Rachel Carson's *Silent Spring* (1962) which exposed the hazards of DDT, and questioned humanity's faith in technological progress setting the stage for the environmental movement. Another significant milestone was the Club of Rome's '**Limits to Growth Report**' (1972) which, being authored by reputable scientists, business people and politi-

cians from around the world, shocked the general public. This first wave peaked around the 1972 Stockholm Human Environment Conference, and was followed shortly by the 1973 Oil Crisis recession.

The Green Consumer Wave is the second Elkington identified. He is right about the growing understanding of the damage being done to the environment by our consumption patterns. However, I think of this second wave more as the **Regulation wave**. From 1972 to 1992 governments made approximately 200 international environmental regulations and agreements. Perhaps the struggle over ozone depletion and the Montreal Protocol highlights this best, as well as the cluster of regulation developed around Rio. Rio birthed not two, but ultimately six legally binding Conventions. This second wave peaked around the 1992 Earth Summit. Again it was followed by a recession, this time triggered in part by the fall of Eastern Europe. We are still awaiting the financial promises made in Rio as the \$125 billion annual commitments which had intended to double the Aid flows at that time. Many of today's problems would be well on their way to being dealt with had the commitments been delivered.

(continued on page 2)

STAKEHOLDER FORUM

(continued from page 1)

Elkington flagged **Globalisation and Governance** as the third wave. The WTO protests in Seattle, bringing attention to bad corporate activity, as well as the subsequent development of the World Social Forum highlights this wave. It peaked around Johannesburg, once again followed by a recession, this time triggered in part by the incoming Bush administration's economic policies, the impacts of 9/11 and a heightened global fear of insecurity.

Before moving on to the fourth wave, I would just underline the point that each wave's passing has not meant loss of its principal focus, but rather is actioned although we might at times argue how effectively. I've refrained from commenting on the Governance side of the third wave as I have been an advocate of the stakeholder approach over the past ten years. Rio recognised that governments alone could not deliver sustainable development, and for the first time in a UN document outlined roles and responsibilities for stakeholder groups. Rio+5 gave us the Multi-stakeholder Dialogues, helping governments make better informed decisions, and Johannesburg brought Multi-stakeholder partnerships - that stakeholders working together have a role in implementing the global agreements.

Dick Morris, a former advisor to President Clinton, argues in his book 'The New Prince' that we are moving from Madisonian Democracy (representative) to Jeffersonian Democracy (participatory). Although I believe he is right in identifying the directional shift, he inadequately addresses the potential of where we are currently. This stage of Stakeholder Democracy can really enrich local, national and international governance processes. It is too early to see how successful it might be, but the international institutions are more than just an add-on.

With a mandate from their citizens, governments are clearly in the lead. But, in today's complicated world, stakeholders can strengthen this. It was President Clinton who called government 'the great facilitator' and if Rio was about anything, it was about recognising that sustainable development needs everyone's involvement to ensure challenges are addressed.

Moving beyond the first three waves, the fourth is what I see as the **Environmental and Human Security Wave**. In 2001, **Maurice Strong** argued that Johannesburg should focus on this area of work, and in retrospect perhaps he was right. This is of course a relevant conversation today as water is one of the issues that would be at the forefront of such a discussion. Population growth, degraded ecosystems, forced migration, resource depletion, global health issues such as pandemic diseases, as well as governance, human rights, globalization, and cultural challenges are additional components of this conversation.

As we have said in Outreach, 2005 offers a chance for some of the key agendas to come together. Early 2005 brings the proposed conclusion of the Doha Development Round of the WTO. The Secretary General's report on Reform of Peace and Security will be released in mid-2005, followed by the Millennium Development Summit in September. Finally, with a GA debate (in 2006) on a possible **UN Environmental Organization** triggered by the French Government initiative this last September, 2005 offers a chance to engage creatively in addressing the new wave - if that is what it is - hopefully avoiding again being "Too Late."

"Today our concern must be the future. For the world is changing. The old era is ending. The old ways will not do."
John F Kennedy

In addressing the implications for the Environmental and Human Security wave, **Stakeholder Forum** will be bringing out a book in August, **'Human and Environmental Security - An Agenda for Change**, edited by **Felix Dodds** and **Tim Pippard**. It includes contributions from **Lord David Hannay** (UK representative on the UN High Level Panel on Threats, Challenges and Change), **Marian Hobbs** (New Zealand Minister for Disarmaments and Arms Control), **Jan Pronk** (Former Dutch Minister and UN Special Envoy to Sudan), **Hilary Benn** (UK Secretary of State for International Development), **Ashok Khosla** (Development Alternatives), **Juan Myer** (former Columbian Minister), **Henrique Cavalacnti** (former Brazilian Minister), **Anna Tibaijuka** (Executive Director UN Habitat), **Serge Lepeltier** (French Environment Minister), **Craig Bennett** (Senior Campaigner, Friends of the Earth), **Melinda Kimble** (UN Foundation), **Sabin Mendibil Intxaurreaga** (Basque Minister of Environment), **Patricia Wouters** (Department of Law, University of Dundee), **Dr. Oliver Richmond** (Centre for the Study of Terrorism and Political Violence, University of St. Andrews)

(image on page 3)

U.S. Consults NGOs

On Thursday, the U.S. delegation held its consultation with the representatives of Major Groups.

Despite a number of pointed questions and comments by NGOs, the U.S. speakers managed to maintain a generally calm and reassuring tone to the session. Following are some of the major issues addressed:

The role of CSD-13

The U.S. reiterated the role that CSD-13 will play in coming forward with policy recommendations on water, sanitation and human settlement at the end of the two year cycle. In response to a question regarding the mechanisms for implementation, the U.S. said that there will be number of various mechanisms for implementation depending on what is best for a particular situation. It cited the collaborative activities the GWP is undertaking for various water initiatives in various countries. The U.S. strongly supported such examples of collaborative activities to implement the policy priorities in the water sector.

Global Water Partnership

A representative from Public Service International (PSI), a labour group, expressed his cynicism regarding the effectiveness and efficiency of the Global Water Partnership. In response, the U.S. said that the GWP collaborative activities are among ways it will have to implement the decisions made here; it is not the only way. But, if the U.S. decides not to use it, its options are to go bilateral or to set up a new organization, which it believes is not what anybody would like to pursue.

ODA

An NGO representative pointed out that U.S. ODA

mainly goes to 'middle-income' countries and a very small percentage goes to least developed countries. NGOs are making a real difference on the ground in many LDCs and invited the U.S. to join their efforts.

The U.S. responded that it believes that one solution does not apply in every country, but agreed that in some countries it might be more productive to work with NGOs rather than governments.

Investing in Water

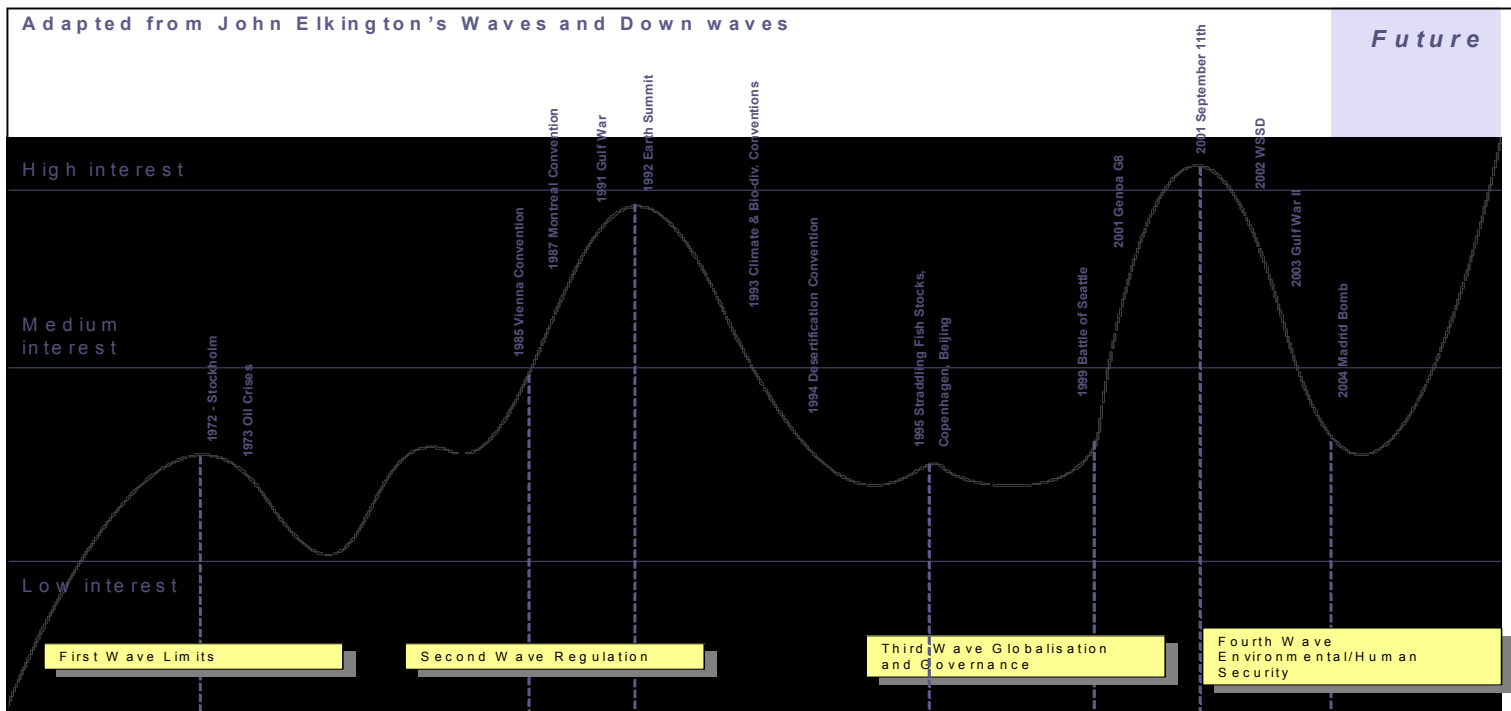
A representative of a business organization questioned whether business should invest more in the water sector in developing and least developed countries.

The U.S. said it realized that many businesses that would like to invest are struggling to find a feasible business model with which to work. It said that business can play their part in other ways, giving as an example Coca Cola's recycling of its used water for local use. This water, in many cases, is of much better quality than water available for human consumption in that region, the U.S. claimed.

IWRM or Ecosystem Approach?

In response to a question about IWRM, the U.S. said that IWRM is optimizing water use among competing users. It believes that the ecosystem approach is an IWRM approach, sustainable use of water is an IWRM approach, and that stakeholder participation in all aspects of water management is an IWRM approach.

The U.S. also stressed the need for promoting the economic development aspect of better water management. It said that it was important that all parties realize that implementing sustainable water, sanitation and human development policies ultimately helps the economic development of a nation.



Winning the Oil Endgame

Innovation for Profits, Jobs and Security

Amory B. Lovins,

E. Kyle Datta, Odd-Even Bustnes, Jonathan G. Koomey,
and Nathan J. Glasgow

Winning the Oil Endgame offers a coherent strategy for ending oil dependence, starting with the United States but applicable worldwide. There are many analyses of the oil problem. This synthesis is the first roadmap of the oil *solution*—one led by business for profit, not dictated by government for reasons of ideology. This roadmap is independent, peer-reviewed, written for business and military leaders, and co-funded by the Pentagon. It combines innovative technologies and new business models with uncommon public policies: market-oriented without taxes, innovation-driven without mandates, not dependent on major (if any) national legislation, and designed to support, not distort, business logic.

Two centuries ago, the first industrial revolution made people a hundred times more productive, harnessed fossil energy for transport and production, and nurtured the young U.S. economy. Then, over the past 145 years, the Age of Oil brought unprecedented mobility, globe-spanning military power, and amazing synthetic products.

But at what cost? Oil, which created the sinews of our strength, is now becoming an even greater source of weakness: its volatile price erodes prosperity; its vulnerabilities undermine security; its emissions destabilize climate. Moreover the quest to attain oil creates dangerous new rivalries and tarnishes America's moral standing. All these costs are rising. And their root causes—most of all, inefficient light trucks and cars—also threaten the competitiveness of U.S. automaking and other key industrial sectors.

The cornerstone of the next industrial revolution is therefore winning the Oil Endgame. And surprisingly, it will cost *less* to displace all of the oil that the United States now uses than it will cost to *buy* that oil. Oil's current market price leaves out its true costs to the economy, national security, and the environment. But even without including these now "externalized" costs, it would still be profitable to displace oil completely over the next few decades. In fact, by 2025, the *annual* economic benefit of that displacement would be \$130 billion gross (or \$70 billion net of the displacement's costs). To achieve this does not require a revolution, but merely consolidating and accelerating trends already in place: the amount of oil the economy uses for each dollar of GDP produced, and the fuel efficiency of light vehicles, would need only to improve about three-fifths as quickly as they did in response to previous oil shocks. Saving half the oil America uses, and substituting cheaper alternatives for the other half, requires four integrated steps:

• **Double the efficiency of using oil.**

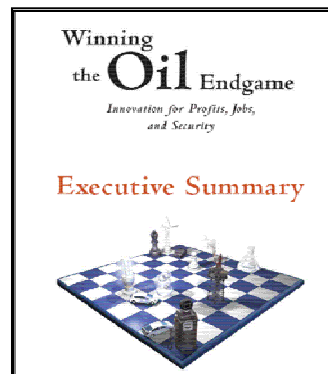
• **Apply creative business models and public policies** to speed the profitable adoption of super efficient light vehicles, heavy trucks, and airplanes.

• **Provide another one-fourth of U.S. oil needs by a major domestic biofuels industry.**

• Use well established, highly profitable efficiency techniques to **save half the projected 2025 use of natural gas**, making it again abundant and affordable, then substitute part of the saved gas for oil.

These four shifts are fundamentally disruptive to current business models. They are what economist Joseph Schumpeter called "creative destruction," where innovations destroy obsolete technologies, only to be overthrown in turn by ever newer, more efficient rivals. Firms that are quick to adopt innovative technologies and business models will be the winners of the 21st century; those that deny and resist change will join the dead from the last millennium. In the 108-year history of the Dow Jones Industrial Average, only one of 12 original

com-



panies remains a corporate entity today—General Electric.

What policies are needed? American companies can be among the quick leaders in the 21st century, but it will take a cohesive strategy-based transformation, bold business and military leadership, and supportive government policies at a federal or at least a state level. *Winning the Oil Endgame* charts these practical steppingstones to an oil-free America:

• Most importantly, revenue- and size-neutral "feebates" can shift customer choice by combining fees on inefficient vehicles with rebates to efficient vehicles.

• A scrap-and-replace program can lease or sell super-efficient cars to low-income Americans—on terms and with fuel bills they can afford—while scrapping clunkers.

• Military needs for agility, rapid deployment, and streamlined logistics can drive Pentagon leadership in developing key technologies.

• Implementing smart government procurement and targeted technology acquisition (the "Golden Carrot") for aggregated buyers will accelerate manufacturers' conversion,

while a government-sponsored \$1-billion prize for success in the marketplace, the "Platinum Carrot," will speed development of even more advanced vehicles.

• To support U.S. automakers' and suppliers' need to invest about \$70 billion to make advanced technology vehicles, federal loan guarantees can help finance initial retooling

where needed; the investments should earn a handsome return, with big spin-off benefits.

- Similar but simpler policies—loan guarantees for buying efficient new airplanes, and better information to spur market

demand for doubled-efficiency trucks—can speed these oil-saving innovations from concept to market.

- Other policies can hasten competitive evolution of next-generation biofuels and biomaterials industries, substituting durable revenues for dwindling agricultural subsidies, and encouraging practices that protect both topsoil and climate..

What happens to the oil industry? The transition beyond oil is already starting to transform oil companies like Shell and BP into energy companies. Done right, this shift can profitably redeploy their skills and assets rather than lose market share. Biofuels are already becoming a new product line that leverages existing retail and distribution infrastructure. By following this roadmap, the U.S. would set the stage by 2025 for the checkmate move in the Oil Endgame—the optional but advantageous transition to a hydrogen economy and the complete and permanent displacement of oil as a direct fuel. Oil may, however, retain or even gain value as one of the competing sources of hydrogen.

How big is the prize? Investing \$180 billion over the next decade to eliminate oil dependence and revitalize strategic industries can save \$130 billion gross, or \$70 billion net, every year by 2025. This saving, equivalent to a large tax cut, can replace today's \$10-billion-a-month oil imports with reinvestments in ourselves: \$40 billion would pay farmers for biofuels, while the rest could return to our communities, businesses, and children. A more efficient and deployable military could refocus on its core mission—protecting American citizens rather than foreign supply lines—while supporting and deploying the innovations that eliminate oil as a cause of conflict. Carbon dioxide emissions will shrink by one-fourth with no additional cost or effort. The rich-poor divide can be drastically narrowed at home by increased access to affordable personal mobility, shrinking the welfare rolls, and abroad by leapfrogging over oil-dependent development patterns. The U.S. could treat oil-rich countries the same as countries with no oil. Being no longer suspected of seeking oil in all that it does in the world would help to restore U.S. moral leadership and clarity of purpose.

While the \$180-billion investment needed is significant, the United States' economy already pays that much, with zero return, every time the oil price spikes up as it has done in 2004. (And that money goes into OPEC's coffers instead of building infrastructure at home.)

How do we get started? Every sector of society can contribute to this national project. Astute business leaders will align their corporate strategies and reorganize their firms and processes. Military leaders will speed military transformation by promptly laying its foundation in super-efficient platforms and lean logistics. Political leaders will

craft policies that stimulate demand for efficient vehicles, reduce R&D and manufacturing investment risks, support the creation of secure domestic fuel supplies, and eliminate perverse subsidies and regulatory obstacles. Lastly, we, the people, must play a role because our individual choices guide the markets, enforce accountability, and create social innovation.

Our energy future is choice, not fate. Oil dependence is a problem we need no longer have—and it's cheaper not to. U.S. oil dependence can be eliminated by proven and attractive technologies that create wealth, enhance choice, and strengthen common security. When the U.S. last paid attention to oil, in 1977–85, it cut its oil use 17% while GDP grew 27%. That exercise of dominant market power—from the demand side—broke OPEC's ability to set world oil prices for a decade. Today we can rerun that play, only better. American business can lead the nation and the world into the post-petroleum era, a vibrant economy, and lasting security—if we just realize that we are the people we have been waiting for.

Together we can end oil dependence forever.



www.balmoralsoftware.com

Correction:

Outreach has been informed by DSD that the Head of UN security, contrary to our article on 1 March, is now Mr. Bruno Henn.

Outreach apologized for the error.

Any governments which have suggestions regarding the accreditation process, or which are interested in contributing funds to enable a more effective system, should please feel free to phone him on 963-7526.

What will Wangari say?

Protesters clubbed down at WTO mini-ministerial meeting -

KENYA SOCIAL FORUM; ECOTERRA INTL.
Kenya 2.-4. 03. 2004

Kenya government had missed a chance to engage civil society in talks prior to the meeting; legal protest crushed; 48 Kenyans illegally arrested; police arrests largely made in mosque compound; Kenyan minister refused to answer questions by the press; EU and other overseas' delegates remain mum and holed up inside Leisure Lodge. Tourism boycott issued against Leisure Lodge by international NGOs. Leisure Lodge - Diani no-go zone.

Don't trade away our farmers and our workers livelihoods.

Statement from Kenyan civil society in relation to the WTO mini Ministerial in Kenya 2nd - 4th March 2005.

As the power games of the World Trade Organization (WTO) move to Kenya for a few days, hundreds of workers, farmers, consumers, students and other representatives from civil society are gathering at a public meeting in Nairobi on 1st March and a public rally in Mombasa on 3rd March to raise their demands on the key issues in the WTO negotiations.

The following are our positions and demands on some of the contentious issues in the current negotiations that will be on the table in Mombasa. Agriculture: livelihoods for millions of African farmers at stake. The major subsidy powers, the EU and US, continue to distort world agriculture trade through the massive support to their farmers and dumping of cheap agriculture products in developing countries.

At the WTO Ministerial in Doha in 2001, WTO members agreed that export subsidies should be phased out and domestic support should be substantially reduced. Again, in July last year the developed countries committed themselves to eliminate export subsidies. But so far we have seen nothing of that. There is still no end date for the elimination of the subsidies and developed countries have just kept shuffling around their domestic support measures to boxes that are supposedly non-trade distorting. African farmers are still suffering from dumping of agricultural products from the North.

In Mombasa, the rich countries will try to keep certain high tariffs and find all kinds of loopholes to be able to keep protecting their own agriculture. At the same time they are asking African countries to further open up their agricultural markets. African and other developing countries must have the right to protect their local production - particularly since it is obvious that dumping from the rich countries will continue. NAMA - the death nail to our local industries. Kenya and other African countries have suffered from collapse of domestic industry resulting in closure of local factories and massive job losses, due to trade liberalization enforced by the IMF and the World Bank under the Structural Adjustment Programmes.

In the WTO negotiations on industrial tariffs (NAMA), the rich countries are pushing developing countries to further open up their industrial markets through drastic tariff reductions, and even elimination of tariffs in certain sectors, such as textiles, leather and foot wear. This would mean the death nail to already fragile and vulnerable local industries in African countries with increased unemployment as a result.

Tariff revenues in Kenya account for around 20% of the local government revenue. A drastic reduction of tariffs on manufactured goods would also mean a serious loss of government revenue for Kenya and other African countries, which would threaten governments' spending on basic social sectors, trading away basic services and governments' policy space.

It is the developed countries that are the ones benefiting from WTO rules on trade in services. Their powerful service corporations are already on the doorsteps in many Africa countries, looking for investment and market opportunities once service sectors are liberalized. The rich countries keep pushing developing countries to open up their service sectors, even sensitive sectors like water, waste management, and also sectors that are critical for the local economy, such as financial services, banking and insurance.

At the moment, the pressure is high on developing countries to submit offers of which service sectors they are willing to liberalize. The rich countries want to speed up the negotiations and see a critical mass of offers on the table, while developing countries are arguing that they do not have accurate analysis of their service sectors and are not yet ready to make offers. Development must be put at the forefront.

Although the Doha Round was supposed to be a 'Development Round', development issues in WTO have been put on the backburner for the last couple of years. It is of extreme urgency that all outstanding issues related to Special and Differential Treatment and Implementation are resolved if the WTO rules will at all serve the interests of African and other developing countries. We call on Ministers, Trade Representatives and the WTO Secretariat present at the Mini Ministerial in Mombasa to:

Put development in the "Development Round
Ensure that developing countries have the right to protect their local agriculture production.

Ensure that export subsidies are eliminated through an early end date and that trade distorting domestic support by developed countries is effectively and rapidly being reduced.

Ensure that developing countries have the right to determine their own rate of tariff reductions and tariff bindings on industrial products.

Ensure that elimination of tariffs on certain industrial sectors is strictly voluntary.

Ensure that there is no pressure on developing countries to submit offers in the services negotiations - developing countries need sufficient time to carefully analyse their service sectors before they can make any kind of offers.

—the light-hearted side of sustainable development

But, seriously...

We don't understand the organizational approach to IPM in light of the previous CSD decisions. Perhaps copies of the Report of CSD-11 should be read by the Secretariat and circulated to the Bureau.

To remind everyone, it stated that:

The 2004 and 2005 **thematical issues** of Water, Sanitation, Human settlements **should be addressed through the cross cutting issues** of poverty eradication; changing unsustainable patterns of consumption and production; protecting and managing the natural resource base of economic and social development; sustainable development in a globalizing world; health and sustainable development; sustainable development of small island developing States; sustainable development for Africa; other regional initiatives; means of implementation; institutional framework for sustainable development; gender equality; and education

Multi-year programme of work of the Commission for the period after 2003;

9. *Decides* to adopt the multi-year programme of work of the Commission for the period after 2003 as outlined in the annex to the present resolution;

10. *Also decides* that the implementation of that programme of work will be guided by the following considerations:

(a) The review and evaluation of the implementation of actions, commitments and targets will be dealt with in accordance with the relevant provisions of Agenda 21, the Programme for the Further Implementation of Agenda 21, the Johannesburg Plan of Implementation and the decisions of the Commission. The **thematic clusters should be addressed in an integrated manner, taking into account the economic, social and environmental dimensions of sustainable development.** Recognizing that all the issues identified in Agenda 21 and the Johan-

nesburg Plan of Implementation are important, the implementation process should cover all those issues equally, and the selection of some issues during a given cycle does not therefore diminish the importance of the commitments undertaken with respect to the issues to be considered during future cycles;

(b) **Means of implementation**, as identified in Agenda 21 and chapter 10 of the Johannesburg Plan of Implementation, should be addressed in **every cycle and for every relevant issue, action and commitment**;

(c) **Other cross-cutting issues**, as referred to in the annex to the present resolution, **should also be addressed in every cycle**;

(d) **African and other regional initiatives**, as well as initiatives on **small island developing States and least developed countries**, will be **considered in every cycle with respect to all relevant issues, actions and targets**;

(e) The Commission should focus on those issues where it can add value to intergovernmental deliberations on cross-sectoral and sectoral issues, in accordance with the provisions of General Assembly resolution 47/191, in particular its paragraphs 3 (h), 21 and 23, as well as 139 (f) of the Johannesburg Plan of Implementation;

(f) The Commission should take into account the outcome of the work of the Ad Hoc Working Group of the General Assembly on the Integrated and Coordinated Implementation of and Follow-up to the Outcomes of Major United Nations Conferences and Summits in the Economic and Social Fields;

(g) The **Commission may decide to incorporate new challenges and opportunities** related to implementation into its multi-year programme of work;

[A full copy of the decision is available on the CSD web site /E/CN.17/2003/6.]

STAKEHOLDER FORUM

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Claude Fussler; World Information
Transfer Claudia Strauss; World
Resources Institute Jonathan Lash;
WWF International Gordon Shepherd.

FRIDAY'S AGENDA

Intergovernmental Preparatory Meetings

10:00- 12:00	Conf. Room 3	PLENARY <ul style="list-style-type: none"> Interactive discussion to consolidate policy options and possible actions related to the three themes Final Statements
3:30	Conf. Room 3	PLENARY Distribute Chair's Text
3:30- 6:00	Conf. Room 3	PLENARY <ul style="list-style-type: none"> Introduce Chair's text and invite factual comment Adoption of the report of the Intergovernmental Preparatory Meeting

Caucus Meetings

9:00-10:00	Conf. Room C	Strategy Sessions
5:00-6:00	Conf. Room C	Freshwater Caucus
6:30-8:30	Conf. Room C	Caucus Coordinators

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