

利益相关者的参与

Overview 概述

Facility-level monitoring, reporting, and verification (MRV) programs affect a wide range of stakeholders across many sectors of the economy.

设施级监测、报告和核查（MRV）计划会影响经济体多个行业内大范围的利益相关者。

Stakeholder engagement involves informing and consulting relevant parties and interest groups on key issues related to program development and operation. Important topics to address when dealing with stakeholders include:

利益相关者参与涉及到就计划制定和实施方面的关键问题告知和咨询有关方面以及利益团体。需要利益相关者参与的主要议题包括：

1. Purpose and objectives
2. Program design and implementation
3. Administration and enforcement
4. Technical requirements
5. Public disclosure, program assessments and updates
6. Engagement processes and plans
7. 目的与具体目标
8. 计划的设计与实施
9. 管理与执行
10. 技术要求
11. 公众披露、计划评估与更新
12. 参与程序和规划

For new MRV programs, the amount of time available for the design and development phase will play a major role in determining the extent of stakeholder engagement prior to program commencement. Correspondingly, this will impact interactions between stakeholders and program administrators during program operation.

就新的MRV计划来讲，计划设计和执行阶段可用的时间很大程度上决定了在计划开始前利益相关者的参与范围。

Stakeholder engagement for facility-level MRV programs usually involves multiple groups, including:

设施级MRV计划的利益相关者通常涉及到多个团体，包括：

1. Program participants covered by the program – i.e., facility owners and operators;
2. Personnel employed by program participants (e.g., engineers, compliance officers, environmental managers, lawyers, etc.);
3. Service providers and consultants
4. Verifiers and other technical experts
5. Other branches of Government
6. Environmental NGOs and other interest groups
7. General public
8. 计划覆盖的计划参与者-即设施的所有者和操作者，
9. 计划参与者聘请的人员（比如，工程师、合规官员、环境管理人、律师等等），
10. 服务提供者与咨询顾问，
11. 核查员及其他技术专家
12. 其他政府部门
13. 环境方面的非政府组织（NGO）以及其他利益团体
14. 一般公众

Program administrators should consider several dynamics when developing an approach to effective interaction with stakeholders, such as the level of engagement. Options range from workshops consisting of both program administrators and stakeholders, to low-interaction approaches like managing email enquiries from the public.

在制定与利益相关者有效互动的方法时，计划管理者应当考虑多种动量，比如参与的水平。可以选择的方法从管理者和利益相关者都参加的研讨

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会到低水平的互动方法，比如处理公众发来的咨询邮件。

Methods of Engagement 参与方法

Several engagement methods exist for program administrators to inform and educate stakeholders about a facility-level MRV program, including: 计划管理者用来将有关设施级MRV计划的信息和知识告知给利益相关者的方法有很多种，包括：

1. Publication of documents and guidance material (websites, print)
2. “One-to-many” presentations, such as large gatherings of interested stakeholders
3. “One-to-some” presentations, where the group is smaller and potentially more interactive
4. One-to-one in-person meetings or telephone calls
5. Formal and informal training and capacity building sessions delivered online or in-person
6. Emails, letters, submissions
7. Call center operations, where scripted responses are provided to common questions
8. Webinars, RSS feeds
9. 发布文件和指导资料（网上发布和印刷品）
10. “一对多”的讲演，比如利益相关者参与的大型集会
11. “一对几”的讲演，参与人数较少，但是可能更有吸引力
12. 一对一的当面会议或者电话
13. 在线或者当面进行的正式与非正式的培训和能力建设会议
14. 电子邮件、信件、意见书
15. 电话中心，对于常见问题提供事先已经准备好的回复
16. 网络研讨会，RSS反馈。

The method of engagement should suit the audience, the subject matter, and objectives. For instance, formalized training packages are an effective approach to inform and educate stakeholders on technical requirements and procedures. Alternatively, consultation processes involving group discussions, issues papers and one-on-one meetings are useful methods for addressing program design and implementation.

参与方法应当满足受众、主题和具体目标的需要。比如，将技术要求和程序的相关信息和知识告知给利益相关者有一个有效的方法，那就是正式的培训资料包。或者，解决计划设计和执行的有效方法包括小组讨论咨询、议题论文和一对一会议。

Factors that influence stakeholder engagement include budget availability to cover the cost of meetings, workshops and staff resources. Additionally, the expectations of stakeholders (which are often motivated by past experiences) have a bearing on the method of engagement, as well as the size and coverage of the MRV program, which not only includes the number of program participants but also the types of sectors involved and jurisdictions.

影响利益相关者参与的因素包括用来支付会议、研讨会和员工工资这些成本的可用预算。另外，利益相关者的期望（通常是由过去的经验激发的期望）对参与方法以及MRV计划的规模和覆盖范围也有影响，不仅会影响计划参与者的人数，也会影响所涉及行业的类型和管辖权。

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The level of **readiness** of program participants, particularly the readiness of their technical staff, also significantly impacts the method of stakeholder engagement, its effectiveness, and the type of training and capacity building activities. Program administrators could conduct a “needs assessment” to identify groups requiring technical assistance prior to and following the program's launch.

计划参与者的**准备**水平，尤其是其技术员工的准备水平也会极大地影响利益相关者的参与方法、参与的有效性以及培训和能力建设活动的类型。在计划启动前后，计划管理者应当进行需求评估来识别那些需要技术援助的群体。

Country Context & Engagement 国家背景与参与

Stakeholder engagement always depends on the context in which it happens. With such a wide variety of cultures, communities, business practices, government processes, and transparency mechanisms in place across the world, there is no single approach to stakeholder engagement which is suitable for every situation.

利益相关者的参与通常取决于其所在地的背景。世界上存在各种各样的文化、社区、业务实践、政府城乡和透明机制，因此，也不存在一个放之四海而皆准的利益相关者的参与方法。

The regulatory culture prevailing in the program jurisdiction will impact on levels of transparency and accessibility, how communications with the program administrator are managed, and use of the information which is collected and collated by the program, among other things.

计划管辖区内流行的司法文化也会影响透明度和可用性，影响与计划管理者之间的沟通方法，还会影响计划收集和整理的信息的使用，等等。

In situations where it is common for new government programs to include a high level of engagement (such as in California), then program administrators would prioritize information sharing meetings and training. In contrast, jurisdictions with a legacy of limited engagement on policy design or implementation will have less experience developing program information packages and training session.

如果新的政府计划具有高水平的参与度（比如，加利福尼亚），那么计划管理者就会优先安排信息共享会议和培训。相反，如果管辖区的历史说明政策设计或执行方面参与度很有限，那么其在制定计划信息包和培训会议方面的经验也就相对较少。

For a facility-level MRV program, development of a **stakeholder engagement plan** can provide a structured approach to articulating objectives, defining stakeholder engagement methods, identifying which stakeholders to engaged, determining key issues, and delineating indicators of success. There are numerous examples of stakeholder engagement plans and strategies available on the internet, for example, CSIRO has posted “A framework for stakeholder engagement on climate adaptation” (working paper number #3) – www.csiro.au/files/files/pph1.pdf.

对于设施级MRV计划，制定一个**利益相关者参与计划**可以为明确目标、规定利益相关者的参与方法、识别需要参与的利益相关者、决定关键问题，以及说明成功的指标等方面提供了结构性方法。互联网上可以发现很多利益相关者参与计划和战略的案例，比如：CSIRO发布了“利益相关者参与气候适应性框架”（第三号工作文件），-网址为www.csiro.au/files/files/pph1.pdf。

Training & Capacity Building 培训与能力建设

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Training is an important component of the successful implementation of any new program and a tool for stakeholder engagement. Training is also part of the capacity building which is required to ensure that the professionals implementing the MRV program have the necessary knowledge, competency, and ethics to do so effectively.

培训是任何新的计划成功实施的重要组成部分，也是利益相关者参与的工具。培训也是能力建设的一部分，要确保实施 MRV 计划的专业人士具有必要的知识、能力和有效实施计划的热情，能力建设是必不可少的。

Given the number of program participants and the complex requirements of MRV programs, training and capacity building can make a valuable contribution to the program's success, ensuring that program participants, verifiers and other service providers understand what the program requires and how it is meant to work.

鉴于 MRV 计划的参与者人数以及计划的复杂要求，培训和能力建设会对计划的成功做出重大贡献，确保计划参与者、核查员以及其他服务提供者了解计划的要求，以及计划是如何发挥作用的。

Many options exist for how training and capacity building can be developed and used to support MRV programs. For example, in-person training, online training, blended approaches, peer-to-peer networks, as well as certificate and degree programs are possible.

制定和使用培训和能力建设来支持 MRV 计划可以有很多种选择。比如，当面培训、网上培训、混元式方法、对等网络以及证书和学位课程都是可以的。

Additional Information 其他信息

See the PMR website for additional information on MRV programs: www.thepmr.org/content/mrv-data-management-and-registries

更多信息请参考MRV计划的PMR网站，网址为：
www.thepmr.org/content/mrv-data-management-and-registries

Furthermore, information on the PMR's workshop on stakeholder engagement and communications (October 2013 in Marrakesh, Morocco) is available at:
www.thepmr.org/events/eventlist/workshop/technical-workshop-7-stakeholder-engagement-and-communication

另外，利益相关者参与和沟通的PMR研讨会（将于2013年10月在摩洛哥马拉喀什举办）的有关信息请参考：
www.thepmr.org/events/eventlist/workshop/technical-workshop-7-stakeholder-engagement-and-communication