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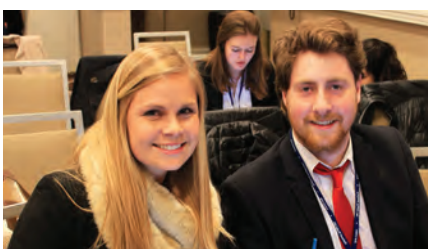
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# UNITED NATIONS DEVELOPMENT PROGRAMME BACKGROUND GUIDE 2017

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# NATIONAL MODEL UNITED NATIONS



# THE 2017 NATIONAL MODEL UNITED NATIONS

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Dear Delegates,

Welcome to the 2017 National Model United Nations New York Conference (NMUN•NY)! We are pleased to introduce you to our committee, the United Nations Development Programme (UNDP). This year's staff is: Directors Nadine Moussa (Conference A) and Collin King (Conference B), and Assistant Directors Mihai Gheorghe Cioc (Conference A) and Marielisa Figuera (Conference B). Nadine completed her B.Soc.Sc. in Political Science in 2015 and is currently completing her M.A. in Public and International Affairs at the University of Ottawa. She is also interning with the Permanent Mission of Canada to the International Organizations in Vienna, Austria. This will be her third year on staff. Collin received his B.A. in Government with minors in International Relations and Political Theory from New Mexico State University in 2012. He currently manages an Apple Campus Store and is looking forward to his second year on NMUN•NY staff. Mihai is in his second year of a Bachelor's degree in Law at the University of Montreal, Quebec, Canada. Marielisa is from Venezuela and in her third year pursuing a B.A in International Relations and Latin American Studies at the University of Texas at Austin. She is looking forward to her first year on staff.

The topics under discussion for UNDP are:

- I. Harnessing Data for Sustainable Development
- II. The Role of the Private Sector in Promoting Sustainable Development
- III. Gender Mainstreaming in Early Recovery Situations

UNDP is an important organization within the United Nations system, and it plays a critical role in the implementation and monitoring of the *2030 Agenda for Sustainable Development*. UNDP offers a forum for the international community to discuss a wide range of topics related to sustainable international development. In order to accurately simulate the committee, it will be critical for delegates to understand its role in coordinating and funding development initiatives around the world.

This Background Guide serves as an introduction to the topics for this committee. However, it is not intended to replace individual research. We encourage you to explore your Member State's policies in depth and use the Annotated Bibliography and Bibliography to further your knowledge on these topics. In preparation for the Conference, each delegation will submit a Position Paper by 11:59 p.m. (Eastern) on 1 March 2017 in accordance with the guidelines in the [Position Paper Guide](#) and the [NMUN•NY Position Papers](#) website.

Two essential resources for your preparation are the [Delegate Preparation Guide](#) and the [NMUN Rules of Procedure](#) available to download from the NMUN website. The [Delegate Preparation Guide](#) explains each step in the delegate process, from pre-Conference research to the committee debate and resolution drafting processes. The [NMUN Rules of Procedure](#) include the long and short form of the rules, as well as an explanatory narrative and example script of the flow of procedure. In tandem, these documents thus serve as essential instruments in preparing for the Conference and as a reference during committee sessions.

Please take note of information in the [Delegate Preparation Guide](#) on plagiarism and the prohibition of pre-written working papers and resolutions. Additionally, please review the [NMUN Policies and Codes of Conduct](#) on the NMUN website regarding the Conference dress code; awards philosophy and evaluation method; and codes of conduct for delegates, faculty, and guests regarding diplomacy and professionalism. Importantly, any instances of sexual harassment or discrimination based on race, gender, sexual orientation, national origin, religion, age, or disability will not be tolerated. Adherence to these policies is mandatory.

If you have any questions concerning your preparation for the committee or the Conference itself, please contact the Under-Secretaries-General for the Development Department, Alexander Rudolph (Conference A) and Samantha Winn (Conference B), at [usg.development@nmun.org](mailto:usg.development@nmun.org).

We wish you all the best in your preparations and look forward to seeing you at the Conference!

Sincerely,

**Conference A**

Nadine Moussa, *Director*

Mihai Gheorghe Cioc, *Assistant Director*

**Conference B**

Collin King, *Director*

Marielisa Figuera, *Assistant Director*

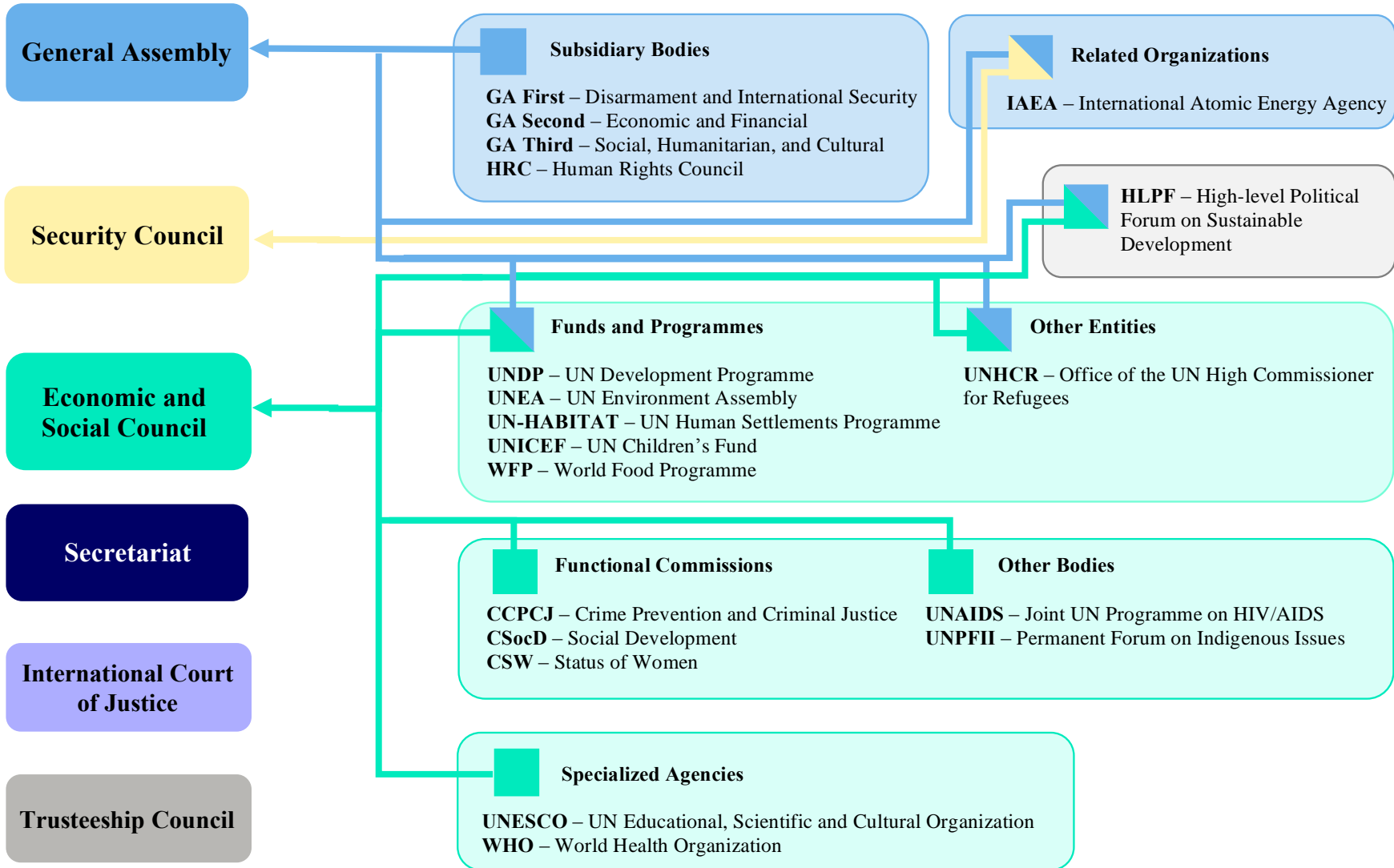


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## United Nations System at NMUN•NY

This diagram illustrates the UN system simulated at NMUN•NY and demonstrates the reportage and relationships between entities. Examine the diagram alongside the Committee Overview to gain a clear picture of the committee's position, purpose, and powers within the UN system.



## Abbreviations

<b>AIMS</b>	Agricultural Information and Management Standards
<b>BAPS</b>	Busan Action Plan for Statistics
<b>BCtA</b>	Business Call to Action
<b>BPfA</b>	Beijing Platform for Action
<b>CADRI</b>	Capacity for Disaster Reduction Initiative
<b>CCA</b>	Climate Change Adaptation
<b>CLEAR</b>	Coherence, linkages, expertise, access, and reporting
<b>CMC</b>	Crisis Management Centre
<b>CSO</b>	Civil society organizations
<b>CWGER</b>	Cluster Working Group on Early Recovery
<b>DDR</b>	Disarmament, demobilization, and reintegration
<b>DRR</b>	Disaster risk reduction
<b>DSD</b>	Division for Sustainable Development
<b>ECOSOC</b>	Economic and Social Council
<b>EDGE</b>	Evidence and Data for Gender Equality
<b>EPTA</b>	Expanded Programme of Technical Assistance
<b>ESCAP</b>	Economic and Social Commission for Asia and the Pacific
<b>EWS</b>	Early warning systems
<b>FfDO</b>	Financing for Development Office
<b>GAD</b>	Gender and Development
<b>GARD</b>	Get Airports Ready for Disasters
<b>GES</b>	Gender Equality Seal
<b>GPS</b>	Global position systems
<b>HDI</b>	Human Development Index
<b>HFA</b>	Hyogo Framework for Action
<b>HLPF</b>	High-Level Political Forum on Sustainable Development
<b>IAEG-SDGI</b>	Inter-Agency and Expert Group on Sustainable Development Goal Indicators
<b>IASC</b>	Inter-Agency Standing Committee
<b>ICESDF</b>	Intergovernmental Committee of Experts on Sustainable Development Financing
<b>ICT</b>	Information and communications technology
<b>IEAG-DRSD</b>	Independent Expert Advisory Group on the Data Revolution for Sustainable Development
<b>IICPSD</b>	Istanbul International Center for Private Sector in Development
<b>IoT</b>	Internet of Things
<b>ITU</b>	International Telecommunication Union
<b>MAPS</b>	Marrakech Action Plan for Statistics
<b>MDG</b>	Millennium Development Goals
<b>NPDRR</b>	National Platform on Disaster Risk Reduction
<b>PPP</b>	Public-private partnerships
<b>RC</b>	Resident Coordinator
<b>REAP</b>	Responsibility Entrepreneur Achievement Programme
<b>SDG</b>	Sustainable Development Goal
<b>SDGF</b>	SDG Fund
<b>SFDRR</b>	Sendai Framework for Disaster Risk Reduction
<b>SIDS</b>	Small Island Developing States
<b>TFSCB</b>	Trust Fund for Statistical Capacity Building
<b>UN</b>	United Nations
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UNFPA</b>	United Nations Population Fund



<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNOPS</b>	United Nations Office for Project Services
<b>UNTC</b>	United Nations Treaty Collection
<b>WFP</b>	World Food Programme
<b>WID</b>	Women in Development
<b>WSIS</b>	World Summit on the Information Society



## Committee Overview

### Introduction

The United Nations Development Programme (UNDP) embodies Article 55 of the *Charter of the United Nations* (1945), which outlines the organization's responsibility to promote "higher standards of living, full employment, and conditions of economic and social progress and development" as prerequisites to peace.<sup>1</sup> Originally, development activities of the United Nations (UN) consisted largely of providing technical advice through the UN Expanded Programme of Technical Assistance (EPTA) and support for pre-investment projects through the UN Special Fund, created in 1949 and 1958 respectively, for the benefit of less developed countries.<sup>2</sup> To streamline these assistance programs, General Assembly resolution 2029 (XX) of 22 November 1965 consolidated the EPTA and the UN Special Fund to establish UNDP as of 1 January 1966.<sup>3</sup> Today, as the UN's "global development network," UNDP promotes development countries and territories by carrying out activities aimed at eliminating poverty, reducing inequalities, strengthening democratic governance, and supporting crisis prevention and recovery.<sup>4</sup>

The **United Nations Development Programme** (UNDP) is a program and fund of the United Nations, reporting to the Economic and Social Council and the General Assembly.

At NMUN•NY 2017, we are simulating the **Executive Board of UNDP** in terms of composition and size; however, delegates are not limited to the strict mandate of the Executive Board, as a budgetary and administrative body, during the Conference. For the purposes of NMUN•NY 2017, and corresponding with the educational mission of the Conference, the committee has the ability to make programmatic and policy decisions on issues within the mandate of UNDP in line with the overall function of the organization.

### Governance, Structure, and Membership

#### Executive Board

UNDP leadership is comprised of an administrator and an Executive Board.<sup>5</sup> The administrator, who is currently Helen Clark, is appointed by the Secretary-General and confirmed by the General Assembly for a four-year term.<sup>6</sup> UNDP is led by an Executive Board that consists of 36 rotating members from five geographic groups: eight from the group of African States, seven from the group of Asian and Pacific States, four from the group of Eastern European States, five from the group of Latin America and the Caribbean States, and 12 from the group of Western European and Other States.<sup>7</sup> Members typically serve three-year terms and are elected by the Economic and Social Council (ECOSOC), but the group of Western European and Other States instead decides on its rotation internally.<sup>8</sup>

The Executive Board oversees all of UNDP's projects and ensures that projects adapt to changing situations, as well as the unique needs of each country, while following policy guidance provided by the General Assembly and ECOSOC.<sup>9</sup> It holds three sessions each year: one annual session in either New York City or Geneva and two regular sessions in New York City.<sup>10</sup> The Executive Board is under the authority of ECOSOC and reports annually on its program of work and recommendations for field-level improvement.<sup>11</sup> The rules of procedure for the Executive

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<sup>1</sup> UNDP JPO Service Centre, *UNDP for Beginners: A Beginner's Guide to the United Nations Development Programme*, 2015, p. 4; *Charter of the United Nations*, 1945, Art. 55.

<sup>2</sup> UN General Assembly, *Expanded programme of technical assistance for economic development of under-developed countries (A/RES/304 (IV))*, 1949; UN General Assembly, *Establishment of the Special Fund (A/RES/1240 (XIII))*, 1958.

<sup>3</sup> UN General Assembly, *Consolidation of the Special Fund and the Expanded Programme of Technical Assistance in a United Nations Development Programme (A/RES/2029 (XX))*, 1965.

<sup>4</sup> UNDP, *A world of development experience*, 2016.

<sup>5</sup> UNDP, *Information note about the Executive Board of UNDP, UNFPA and UNOPS*, 2016.

<sup>6</sup> UNDP, *Helen Clark*, 2016.

<sup>7</sup> UNDP, *Information note about the Executive Board of UNDP, UNFPA and UNOPS*, 2016.

<sup>8</sup> *Ibid.*

<sup>9</sup> UNDP, *Executive Board*, 2014.

<sup>10</sup> New Zealand, *United Nations Handbook 2016-17*, 2016, p. 248.

<sup>11</sup> UNDP, *Information note about the Executive Board of UNDP, UNFPA and UNOPS*, 2016.

Board aim for decision-making by consensus, but in cases where a vote is needed, the rules of procedure for ECOSOC are used.<sup>12</sup> The Executive Board also serves as the governing body of the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS).<sup>13</sup>

The Bureau of the Executive Board is responsible for the organization and preparation of meetings, and it supports transparency and dialogue in the decision-making of the Executive Board by organizing and coordinating meetings and selecting teams for field visits.<sup>14</sup> The Bureau is comprised of one President and four Vice-Presidents who are elected annually at the first regular session according to geographic regions to assure equality.<sup>15</sup> The Presidency for 2016 is held by H.E. Mr. Zohrab Mnatsakanyan from Armenia.<sup>16</sup> The Vice-Presidents for 2016 are from Belgium, Guinea, Lao People's Democratic Republic, and Antigua and Barbuda.<sup>17</sup>

### *Budget*

The Executive Board decides on budgets and financial plans.<sup>18</sup> Consisting solely of voluntary contributions, UNDP's budget is supported largely by donor countries, international financial institutions, and the private sector.<sup>19</sup> Additional funding for individual projects and activities can come directly from organizations and governments, although UNDP remains the primary source of funding.<sup>20</sup> The Executive Board estimates total contributions for 2016-2017 to be \$9.9 billion, with \$6.51 billion from bilateral and multilateral partners, \$1.85 billion from regular resources, and \$1.5 billion from local resources provided by host governments.<sup>21</sup>

With initiatives in over 177 countries, the allocation of UNDP's \$5.16 billion budget for 2016 projects demonstrates its current priorities: 38% of the budget is assigned to responsive institutions, 29% to inclusive and sustainable growth, 11% to democratic governance, 10% to crisis prevention and recovery, 6% to climate change and resilience, 4% to development impact and effectiveness, and 1% to gender equality.<sup>22</sup> Depending on the project, UNDP works with state governments, political entities on a national and community level, and non-governmental organizations to ensure accountability, efficiency, and trust.<sup>23</sup>

### *Mandate, Functions, and Powers*

Pursuant to General Assembly resolution 2029 (XX) of 22 November 1965, UNDP retained the "principles, procedures and provisions" of the EPTA and UN Special Fund following their consolidation.<sup>24</sup> Having broadened in scope, UNDP's present mandate is "to empower lives and build resilient nations" for sustainable human development.<sup>25</sup> As an assistance program, UNDP is "designed to support and supplement the national efforts of developing countries in solving the most important problems of their economic development, including industrial

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<sup>12</sup> Executive Board of the UNDP, the UNFP and the UNOPS, *Rules of Procedure of the Executive Board of the United Nations Development Programme, of the United Nations Population Fund and of the United Nations Office for Project Services (DP/2011/18)*, 2011.

<sup>13</sup> UNDP, *Information note about the Executive Board of UNDP, UNFPA and UNOPS*, 2016.

<sup>14</sup> Ibid.

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.; UNDP, *Members of the Executive Board*, 2016.

<sup>17</sup> UNDP, *Members of the Executive Board*, 2016.

<sup>18</sup> Executive Board of the UNDP, the UNFP and the UNOPS, *Rules of Procedure of the Executive Board of the United Nations Development Programme, of the United Nations Population Fund and of the United Nations Office for Project Services (DP/2011/18)*, 2011.

<sup>19</sup> UNDP, *Partners*, 2016.

<sup>20</sup> UNDP, *Our Projects*, 2016.

<sup>21</sup> Executive Board of the UNDP, the UNFP and the UNOPS, *UNDP Integrated Budget Estimates for 2014-2017 (DP/2013/41)*, 2013.

<sup>22</sup> UNDP, *Our Projects*, 2016.

<sup>23</sup> Ibid.

<sup>24</sup> UN General Assembly, *Consolidation of the Special Fund and the Expanded Programme of Technical Assistance in a United Nations Development Programme (A/RES/2029 (XX))*, 1965.

<sup>25</sup> UNDP JPO Service Centre, *UNDP for Beginners: A Beginner's Guide to the United Nations Development Programme*, 2015, p. 4.



development.”<sup>26</sup> Importantly, as emphasized by General Assembly resolution 59/250, national governments retain “primary responsibility” for development within their countries.<sup>27</sup>

The work of UNDP is carried out through its country offices, which are focused on helping countries develop policies, institutional abilities, leadership skills, and resilience to achieve poverty eradication and the reduction of inequalities.<sup>28</sup> To assist in these efforts, UNDP also administers and utilizes the United Nations Volunteers program, the United Nations Capital Development Fund, and the Special Unit for South-South Cooperation.<sup>29</sup> To function effectively across the globe, UNDP works to strengthen partnerships, build capacity, and coordinate the UN’s development activities.

#### *Partnerships*

Partnerships are crucial to the work of UNDP.<sup>30</sup> Partnerships within the UN system and with the private sector, civil society organizations, financial institutions, and various foundations enable UNDP to finance its activities and carry out projects.<sup>31</sup> Concerning conflicts, UNDP works with governments and local communities to prevent violence by promoting dialogue and laws that uphold human rights.<sup>32</sup> Environment and energy constitutes another area where partnerships are necessary, as the poorest are usually among those most affected by a lack of access to affordable energy, which inhibits sustainable environmental development and requires UNDP to focus on addressing this area on different levels.<sup>33</sup>

#### *Capacity-Building*

Building capacity is a focus area that allows UNDP to enhance the performance of various institutions and projects.<sup>34</sup> This is necessary so that programs or initiatives within countries can strengthen development, public services, or aid.<sup>35</sup> For example, in the context of legal frameworks, UNDP, together with national partners, develops justice reforms and works on strategies to further access to legal aid services.<sup>36</sup> Another example is promoting domestic resources in combination with aid, supporting international development goals, and strengthening the private sector to create new jobs and promote infrastructure.<sup>37</sup>

#### *Coordination*

With different organizations and entities involved in global development policies, it is important to coordinate their activities.<sup>38</sup> To that end, UNDP leads the United Nations Development Group (UNDG), which is an inter-agency group that coordinates all UN entities with responsibilities related to development.<sup>39</sup> Established in 1997 by the General Assembly, UNDG brings together 32 UN funds, offices, programs, departments, and agencies to enhance coherence, efficiency, and effectiveness within the UN development system.<sup>40</sup> UNDP also manages the Resident Coordinator (RC) system, which covers all UN entities that handle development-oriented operational activities.<sup>41</sup> The RC system brings together the “different UN agencies to improve the efficiency and effectiveness of operational

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<sup>26</sup> UN General Assembly, *Consolidation of the Special Fund and the Expanded Programme of Technical Assistance in a United Nations Development Programme (A/RES/2029 (XX))*, 1965.

<sup>27</sup> UN General Assembly, *Triennial comprehensive policy review of operational activities for development of the United Nations system (A/RES/59/250)*, 2005, p. 3.

<sup>28</sup> UNDP, *A world of development experience*, 2016.

<sup>29</sup> New Zealand, *United Nations Handbook 2016-17*, 2016, p. 248.

<sup>30</sup> UNDP, *Partners*, 2016.

<sup>31</sup> *Ibid.*

<sup>32</sup> UNDP, *Crisis Prevention & Recovery*, 2016.

<sup>33</sup> UNDP, *Environment & Energy*, 2016.

<sup>34</sup> UNDP, *Capacity Development*, 2016.

<sup>35</sup> *Ibid.*

<sup>36</sup> UNDP, *Democratic Governance*, 2016.

<sup>37</sup> UNDP, *Poverty Reduction*, 2016.

<sup>38</sup> UNDP, *Partners*, 2016.

<sup>39</sup> *Ibid.*

<sup>40</sup> UNDG, *About the UNDG*, 2016; New Zealand, *United Nations Handbook 2016-17*, 2016, p. 245.

<sup>41</sup> UNDG, *Resident Coordinator System*, 2016

activities at the country level.<sup>42</sup> Together, UNDP and the RC system operationalize the development frameworks negotiated at the policy level and implement programs on the ground.<sup>43</sup>

### *Recent Sessions and Current Priorities*

The 2016 annual session of the Executive Board was held in New York from 6-10 June 2016, and the second regular session was held 6-9 September 2016.<sup>44</sup> Both sessions were divided into segments for UNDP, UNFPA, and UNOPS, along with a joint segment that focused on country programs.<sup>45</sup> Discussions in these sessions also focused on gender equality, the Human Development Report, and UNDP country programs.<sup>46</sup> Successes in women's economic empowerment, political participation, and gender-based violence were recognized during this session, particularly the collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), progress on workforce gender balance, and the move towards transformative behavior where women and girls were involved as agents of change.<sup>47</sup> UNDP also highlighted pathways for achieving the Sustainable Development Goals (SDGs) through integration, multiplier, and acceleration effects.<sup>48</sup> Integration effects refer to achieving more through connecting work on related issues, multiplier effects entail targeting areas that trigger accomplishments over a broad range of goals, and acceleration effects involve identifying areas of work to help countries achieve goals more quickly.<sup>49</sup>

As set out in the *UNDP Strategic Plan: 2014-17*, UNDP has the overall goal of reducing inequalities and exclusions and eradicating poverty by working in three focus areas of sustainable development, building effective and inclusive democratic governance, and strengthening resilience.<sup>50</sup> In the 2016 annual session, UNDP discussed the midterm review of the *UNDP Strategic Plan: 2014-17*, which found that UNDP is on track to achieve the majority of the 2017 targets outlined in the Strategic Plan.<sup>51</sup> Of 38 outputs, 32 met or exceeded 2015 milestones and six fell marginally short of their milestones.<sup>52</sup> The six outputs that failed to meet 2015 milestones were associated with basic services, thought leadership, inclusive growth, and democratic governance.<sup>53</sup> Considerable progress was made in the areas of sustainable development, inclusive and effective democratic governance, and resilience-building.<sup>54</sup> Several gaps in performance were identified in the areas of energy efficiency, anti-corruption, civil society engagement, basic services, and global development financing.<sup>55</sup>

On 3 June 2016, a joint meeting between UNDP, UNFPA, UNOPS, the UN Children's Fund (UNICEF), UN-Women, and the World Food Programme (WFP) was held in New York.<sup>56</sup> The meeting focused on two topics: working in fragile contexts inclusive of middle income countries as well as Big Data and the SDGs.<sup>57</sup> Concerning working in fragile contexts inclusive of middle income countries, the meeting highlighted the need for the UN to focus on people rather than states in building resilience prior to a crisis.<sup>58</sup> It was also noted priority must be placed

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<sup>42</sup> UNDG, *Resident Coordinator System*, 2016.

<sup>43</sup> Ibid.

<sup>44</sup> UNDP, *Schedule of meetings in 2016*, 2016.

<sup>45</sup> UNDP, *Executive Board: Annual session 2016*, 2016.

<sup>46</sup> Executive Board of the UNDP, the UNFP and the UNOPS, *Report of the Annual Session 2016 (DP/2016/18)*, 2016.

<sup>47</sup> Ibid.

<sup>48</sup> UNDP, *Annex 7: UNDP's 'Offer' on the 2030 Agenda and the SDGs*, 2016.

<sup>49</sup> Ibid.

<sup>50</sup> Executive Board of the UNDP, the UNFP and the UNOPS, *UNDP Strategic Plan, 2014-2017*, 2014.

<sup>51</sup> Executive Board of the UNDP, the UNFP and the UNOPS, *Midterm Review of the UNDP Strategic Plan, 2014-2017, Including the Annual Report of the Administrator for 2015 (DP/2016/9)*, 2016.

<sup>52</sup> Ibid.

<sup>53</sup> Ibid.

<sup>54</sup> Ibid.

<sup>55</sup> Ibid.

<sup>56</sup> UNDP et al., *Agenda: 2016 Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP*, 2016.

<sup>57</sup> Ibid.

<sup>58</sup> UNDP et al., *Annex: Report of the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP*, 2016.

on populations at risk, the marginalized, and the vulnerable to move from fragility to resilience.<sup>59</sup> Regarding Big Data and the SDGs, the meeting emphasized the need to strengthen national capacity for Big Data while establishing a regulatory framework to protect privacy as well as closing the digital gender gap and protecting privacy.<sup>60</sup>

In the second regular session, held from 6-9 September, UNDP discussions focused on funding, country programs, and evaluation of UNDP's commitment to anti-corruption and public integrity tactics and management responses.<sup>61</sup> The session also included a discussion on UNDP's progress in implementing recommendations of the 2013 poverty reduction evaluation, which found that UNDP made important contributions in enabling the development of pro-poor policies and increasing the sustainability of poverty reduction.<sup>62</sup> The evaluation also found gaps, noting that UNDP efforts have not always improved pro-poor policymaking.<sup>63</sup> In addition, the session also discussed the seven outcomes of the UNDP Strategic Plan and how they maximize UNDP's impact on poverty eradication.<sup>64</sup> Those seven outcomes are: inclusive and sustainable growth; stronger systems of democratic governance; strengthened institutions for universal access to basic services; promoting gender equality and women's empowerment; reducing likelihood of conflict and risk of natural disasters; early recovery to sustainable development pathways in post-conflict situations; and debates prioritizing poverty, inequality, and exclusion.<sup>65</sup>

### *Sustainable Development Goals*

UNDP and UNDG played a fundamental role in the determination of the post-2015 development agenda by leading consultative processes and global dialogue that began in 2012 and ultimately resulted in the SDGs.<sup>66</sup> The SDGs on poverty, inequality, and governance are particularly central to UNDP's current work and long-term priorities.<sup>67</sup> UNDP is particularly committed to engaging all people and civil society in not only implementation, but also in monitoring progress of the implementation of the *2030 Agenda for Sustainable Development*.<sup>68</sup> UNDP established the SDG Fund (SDGF) in 2014, which acts as a global multi-donor and multi-agency development tool to support sustainable development activities through combined and multidimensional programs.<sup>69</sup> The SDGF objective is to "bring together UN agencies, national governments, academia, civil society, and business to the challenges of poverty."<sup>70</sup>

To support the implementation of the SDGs, UNDG has formulated the "MAPS" approach, which refers to mainstreaming, acceleration, and policy support.<sup>71</sup> According to this approach, UNDP will assist governments to ensure the SDGs are reflected in national policies, support countries to ensure the achievement of SDG targets by addressing specific barriers to progress, and provide policy expertise at every stage of implementation.<sup>72</sup> In line with the MAPS approach, UNDP offers support for implementation of the SDGs around issues of coherence, linkages, expertise, access, and reporting (CLEAR).<sup>73</sup> Through CLEAR, UNDP assists countries in combining knowledge and expertise; acts as a partner to reinforce and facilitate engagement in sub-regional, regional, and global processes and institutions; and helps countries observe, learn, report, and apply lessons learned.<sup>74</sup>

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<sup>59</sup> UNDP et al., *Annex: Report of the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP*, 2016.

<sup>60</sup> Ibid.

<sup>61</sup> Executive Board of the UNDP, the UNFP and the UNOPS, *Provisional Agenda, Annotations, List of Documents and Workplan (DP/2016/L.3)*, 2016.

<sup>62</sup> Executive Board of the UNDP, the UNFP and the UNOPS, *Implementation of the Recommendations of the Evaluation of the UNDP Contribution to Poverty Reduction (DP/2016/26)*, 2016.

<sup>63</sup> Ibid.

<sup>64</sup> Ibid.

<sup>65</sup> Ibid.

<sup>66</sup> UNDP, *World leaders adopt Sustainable Development Goals*, 2015.

<sup>67</sup> UNDP, *Sustainable Development Goals*, 2016.

<sup>68</sup> Ibid.

<sup>69</sup> SDGF, *About Us*, 2016.

<sup>70</sup> Ibid.

<sup>71</sup> UNDG, *The Sustainable Development Goals Are Coming to Life*, 2016.

<sup>72</sup> UNDP, *Sustainable Development Goals*, 2016.

<sup>73</sup> UNDP, *Annex 7: UNDP's 'Offer' on the 2030 Agenda and the SDGs*, 2016.

<sup>74</sup> Ibid.

## Conclusion

The UNDP Executive Board's unique position atop three organizations, UNDP, UNFPA, and UNOPS, as well as its cooperative function with UNDG, positions it to further development on all levels. With this wide range of work areas including crisis prevention, democratic governance, environment, and human rights, the most important aspects for sustainable and equal human development can be targeted by UNDP. UNDP continues to work toward sustainable development by building effective and inclusive democratic governance, strengthening resilience, eradicating poverty, and reducing inequalities. With UNDP's role as the predominant program working on development, its leadership in UNDG, and its mandate, UNDP is uniquely positioned to take a strong role in achieving the SDGs and ensuring no one is left behind.

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*This midterm review of the UNDP Strategic Plan is one of the key outcomes from UNDP's 2016 annual session. The review focuses on the changing development landscape and performance on priorities and outcomes of the Strategic Plan. The review also highlights a way forward, pointing out UNDP's vision for 2016-2017. Delegates will find this document useful as it will assist them in identifying the key shortcomings that must be addressed to ensure the Strategic Plan is achieved.*

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*The United Nations Handbook 2016-17 provides information not only on UNDP, but also on the complete organization of the UN. Delegates can find basic information about all programs, committees, and funds within the UN system, including a quick overview of UNDP. Furthermore, it provides information on the involvement of UNDP with those other programs, committees, and funds, providing the ability to gain an overall understanding of UNDP's role and position within the UN system.*

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*This report provides insights into the efforts taken to implement the SDGs at the country level just six months after their roll-out, presenting snapshots from 16 countries across all regions. It details how countries are integrating the 2030 Agenda for Sustainable Development into visions and plans at the national, subnational, and local levels. The report also highlights MAPS, UNDG's approach for SDG mainstreaming. Delegates should use this as a guide to see how the SDGs can be implemented at the country level.*

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*This website explains the Executive Board of UNDP. The current membership is shown as well as the dates for each membership term so delegates can see when it changes. Latest updates, session documents, and other key information can be accessed here to follow and understand the work of the Executive Board. Delegates can access recent and older session reports to familiarize themselves with the decisions and work of UNDP. For a better understanding of the process during sessions, the rules of procedure for the Executive Board can also be accessed.*

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*This guide is a comprehensive introduction to UNDP that explains key aspects such as its structure, development, and function. Furthermore, basic questions such as what UNDP does, what its internal entities do, principles of UNDP, and funding sources are discussed and*



*explained. This is a great starting point for delegates to gather basic information about the operations and organization of UNDP before dealing with more specific topics.*

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## I. Harnessing Data for Sustainable Development

*“Never again should it be possible to say ‘We didn’t know.’ No one should be invisible. This is the world we want – a world that counts.”<sup>75</sup>*

### **Introduction**

Upon taking effect on 1 January 2016, the *2030 Agenda for Sustainable Development* (2015) established a clear direction for the United Nations Development Programme (UNDP) as well as the entire United Nations (UN) system.<sup>76</sup> The 2030 Agenda laid out 17 Sustainable Development Goals (SDGs) with 169 targets to further the success of the Millennium Development Goals (MDGs), which expired in 2015.<sup>77</sup> The SDGs aim to impact five clusters: people, planet, prosperity, peace, and partnership.<sup>78</sup> UNDP’s strategic plan is connected to all 17 goals but places particular emphasis on SDG 1 on poverty reduction, SDG 10 on inequality, SDG 16 on governance, and SDG 17 on fostering strong partnerships.<sup>79</sup> A key tenet of the 2030 Agenda is that sustainable development not leave anyone behind.<sup>80</sup> The 2030 Agenda immediately recognizes that the “goals and targets [must] be met for all nations and peoples and for all segments of society.”<sup>81</sup> The 2030 Agenda further asserts that the goals and targets should first be met for those furthest behind.<sup>82</sup>

The usage and availability of data are important focuses of the 2030 Agenda for two major reasons: first, data is a powerful tool for decision makers facing a changing and challenging environment; second, during the past 15 years the availability and types of data collected has increased significantly.<sup>83</sup> In order to ensure that all peoples benefit from the SDGs, the 2030 Agenda calls for “quality, accessible, timely and reliable” data.<sup>84</sup> The 2030 Agenda calls for the international system to use existing data and reporting mechanisms, as well as building capacity for additional data collection, analysis, and reporting.<sup>85</sup>

The 2030 Agenda also notes that baseline data on many of the SDGs is missing.<sup>86</sup> Data gaps exist where stakeholders do not have access to the data needed to assess SDG indicators.<sup>87</sup> Data is often incomplete at national and regional levels; other gaps exist when data is not disaggregated by age and gender.<sup>88</sup> Harnessing data for sustainable development will require the international system to build capacity and facilitate the collection, analysis, and storage of data, especially in developing states.<sup>89</sup> The SDGs lay out broad data aims and specific targets that recognize underserved populations such as indigenous peoples, women, and children.<sup>90</sup> To determine if targets are being met, existing data sets must be disaggregated to understand the conditions of vulnerable populations like those listed above.<sup>91</sup>

The 2014 report of the UN Secretary-General’s Independent Expert Advisory Group on the Data Revolution for Sustainable Development (IEAG-DRSD), *A World that Counts*, states that data is the “lifblood of decision-making.”<sup>92</sup> Achieving sustainable development will demand even more accessible, robust, and disaggregated data

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<sup>75</sup> UN Secretary-General’s IEAG-DRSD, *A World That Counts*, 2014, p. 1.

<sup>76</sup> UN General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)*, 2015, p. 1.

<sup>77</sup> *Ibid.*

<sup>78</sup> *Ibid.*, p. 2.

<sup>79</sup> UNDP, *Sustainable Development Goals*, 2016.

<sup>80</sup> UN General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)*, 2015, p. 3.

<sup>81</sup> *Ibid.*

<sup>82</sup> *Ibid.*

<sup>83</sup> UN Secretary-General’s IEAG-DRSD, *A World That Counts*, 2014, p. 4.

<sup>84</sup> UN General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)*, 2015, p. 11.

<sup>85</sup> *Ibid.*

<sup>86</sup> *Ibid.*

<sup>87</sup> UN ESCAP, *APFSD 2016: Special Event on the Global Partnership for Sustainable Development Data*, 2016.

<sup>88</sup> *Ibid.*

<sup>89</sup> Giovannini, *Harnessing support and building institutions for the data revolution*, 2015.

<sup>90</sup> UN General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)*, 2015, p. 13.

<sup>91</sup> *Ibid.*, pp. 12-15.

<sup>92</sup> UN Secretary-General’s IEAG-DRSD, *A World That Counts*, 2014, p. 4.



than ever before.<sup>93</sup> The demand for data coincides with an exponential rise in data production.<sup>94</sup> Information that can be harnessed for development is generated by multiple stakeholders, including social media networks, mobile phones, points of sale, global position systems (GPS), and many other sources.<sup>95</sup> With the emergence of new technologies, development actors can accumulate and analyze massive data sets that exceed the capacity of previous hardware and software data systems.<sup>96</sup> If made interoperable, accessible, and available, these extensive data sets, also known as “Big Data,” could help bridge information gaps and improve data-driven decisions in developing countries.<sup>97</sup>

### ***International and Regional Framework***

The 17 SDGs were adopted as part of the *2030 Agenda for Sustainable Development*, which aimed to build upon and carry forward the MDGs.<sup>98</sup> The SDGs provide the international community with a high-level strategy to continue the transformative development work necessary to provide all peoples with a sustainable future.<sup>99</sup> The adoption of the *Addis Ababa Action Agenda* in 2015 addressed SDG 1, the elimination of poverty.<sup>100</sup> The *Addis Ababa Action Agenda* focuses on increasing data capacity, making data sets interoperable, and disaggregating data to ensure that vulnerable populations are adequately reflected.<sup>101</sup> Addis Ababa built in many way upon the *Marrakech Action Plan for Statistics* (MAPS) (2004).<sup>102</sup> MAPS began addressing the observed data gap between developed and developing countries; the plan also assessed monetary requirements to fortify international data collection and dissemination efforts, as well as the costs of building data capacity within developing Member States.<sup>103</sup> The World Bank funded these efforts through its Statistical Capacity Building Programme (STATCAP), a funding strategy designed to flexibly support long-term capacity-building within Member States.<sup>104</sup>

The 2011 *Busan Action Plan for Statistics* (BAPS) addressed some of the shortcomings of MAPS.<sup>105</sup> BAPS aimed to further the goals of MAPS by increasing transparency in statistics, creating a system-wide strategy for building capacity, and synthesizing varied public data sets.<sup>106</sup> In BAPS, the international community recognized the need for strong statistics on women to accomplish gender equity.<sup>107</sup> BAPS urged Member States to integrate statistics in all levels of decision-making.<sup>108</sup> BAPS also pointed out large gaps in vital records data; 50 million births and 40 million deaths went unrecorded in 2009 alone.<sup>109</sup> The IAEG-DRSD’s *A World That Counts* built upon BAPS and calls for the adoption of universal commitments on “legal, technical, privacy, geospatial, and statistical standards.”<sup>110</sup>

Managing the data generated by information and communications technology (ICT) has been an ongoing global challenge.<sup>111</sup> From 2003 to 2005, the international community held a two-phase World Summit on the Information Society (WSIS).<sup>112</sup> The 2003 *Declaration of Principles*, an outcome document of the first meeting, focused on

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<sup>93</sup> UN Secretary-General’s IEAG-DRSD, *A World That Counts*, 2014, p. 5.

<sup>94</sup> Ibid.

<sup>95</sup> Ibid., p. 6.

<sup>96</sup> UN ECOSOC, Commission on Science and Technology for Development, *Foresight for digital development: Report of the Secretary-General (E/CN.16/2016/3)*, 2016, p. 2.

<sup>97</sup> UN Secretary-General’s IEAG-DRSD, *A World That Counts*, 2014, p. 6.

<sup>98</sup> UN General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)*, 2015, p. 14.

<sup>99</sup> Ibid.

<sup>100</sup> UN Third International Conference on Financing for Development, *Addis Ababa Action Agenda*, 2015.

<sup>101</sup> Ibid., p. 34.

<sup>102</sup> World Bank, *The Marrakech action plan for statistics: better data for better results – an action plan for improving development statistics*, 2004.

<sup>103</sup> Ibid.

<sup>104</sup> Ibid., p. 4.

<sup>105</sup> PARIS21, *Statistics for Transparency, Accountability, and Results: A Busan Action Plan for Statistics*, 2011.

<sup>106</sup> Ibid.

<sup>107</sup> Ibid.

<sup>108</sup> Ibid., p. 2.

<sup>109</sup> Ibid., p. 3.

<sup>110</sup> UN Secretary-General’s IEAG-DRSD, *A World That Counts*, 2014, p. 3.

<sup>111</sup> WSIS, *Declaration of Principles*, 2003.

<sup>112</sup> Ibid.

access to information and promoting partnerships to expand and link ICT.<sup>113</sup> The 2003 Summits identified potential benefits of ICT for all aspects of society and also highlighted challenges, including limited access to ICT for refugees and those experiencing poverty.<sup>114</sup> Member States committed to increasing access to ICT by encouraging public-private partnerships and developing infrastructure for underserved locations and populations.<sup>115</sup>

The 2014 WSIS review meeting in Geneva emphasized that progress was made towards achieving the aims of the 2003 and 2005 meetings, but recognized that ICT and global information needs had fundamentally changed.<sup>116</sup> Significant developments in ICT since 2005 include the rise of social networks and mobile technology, which provide new opportunities to utilize ICT for development.<sup>117</sup> In its vision for WSIS beyond 2015, the WSIS review meeting reaffirmed important tenets of the information society.<sup>118</sup> This plan calls for an inclusive information society that enfranchises youth and women to take advantage of ICT for education, economics, and justice.<sup>119</sup>

### ***Role of the International System***

The ambition and scope of the 17 SDGs will require more data collection, analysis, and dissemination globally than the MDGs.<sup>120</sup> Assessment and progress towards the SDGs requires the development of a robust set of indicators that can be regularly measured and reported.<sup>121</sup> In order to better facilitate multi-stakeholder data collection and analysis, the Global Partnership for Sustainable Development Data was established under the UN Foundation in 2015.<sup>122</sup> The UN Statistics Division created the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGI) to build a set of operable SDG indicators that could be monitored annually.<sup>123</sup> The UN Division for Sustainable Development emphasizes the necessity of utilizing data, particularly demographic data, to adequately assess the needs of populations and therefore, to correctly target interventions and development programs to populations in most need.<sup>124</sup>

The International Telecommunication Union (ITU), a specialized agency of the UN, is responsible for coordinating ICT policy and sharing best practices.<sup>125</sup> The WSIS Forum is sponsored and organized by the ITU in partnership with the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNDP, and the United Nations Conference on Trade and Development (UNCTAD).<sup>126</sup> These collaborative efforts have successfully increased multi-stakeholder participation, information exchange, and the generation and publication of data sets; the WSIS Forum further encourages public-private partnerships that were successful in advancing the MDGs.<sup>127</sup>

When data is disaggregated by subgroup, gaps in the data become more apparent; gender represents one critical data gap.<sup>128</sup> To address this gap, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) partnered with the UN Statistics Division to create the Evidence and Data for Gender Equality (EDGE)

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<sup>113</sup> WSIS, *Declaration of Principles*, 2003.

<sup>114</sup> *Ibid.*

<sup>115</sup> *Ibid.*

<sup>116</sup> WSIS, *WSIS+10 Outcome Documents*, 2014, p. 21.

<sup>117</sup> *Ibid.*

<sup>118</sup> *Ibid.*, p. 23.

<sup>119</sup> *Ibid.*, p. 21.

<sup>120</sup> FAO, *The Global Partnership on Sustainable Development Data: Working together towards the Global Sustainable Development Goals* 2016.

<sup>121</sup> UN ECOSOC Statistical Commission, *Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators: Note by the Secretary-General (E/CN.3/2016/2)*, 2015, pp. 8-39.

<sup>122</sup> FAO, *The Global Partnership on Sustainable Development Data: Working together towards the Global Sustainable Development Goals*, 2016.

<sup>123</sup> UN Statistics Division, *Inter-agency Expert Group on SDG indicators*, 2016.

<sup>124</sup> UN Division for Sustainable Development, *UN stresses demographic data as key to achieving SDGs*, 2016.

<sup>125</sup> ITU, *About ITU*, 2016.

<sup>126</sup> WSIS, *WSIS+10 Outcome Documents*, 2014, p. 22.

<sup>127</sup> *Ibid.*

<sup>128</sup> UN-Women, *Partnering to close data and evidence gaps for women*, 2012.

Initiative.<sup>129</sup> EDGE developed a minimum set of gender equality indicators made up of 52 quantitative and 11 qualitative data sets to monitor national norms on gender equality.<sup>130</sup>

The United Nations Children’s Fund (UNICEF) and the World Food Programme (WFP) work together to measure progress towards accomplishing SDG targets on the elimination of hunger.<sup>131</sup> A forthcoming Data Innovation Lab aims to add robust targeting and actionable assessment information to SDG 1 on the elimination of poverty.<sup>132</sup> Complimentary to the work of the WFP, the Agricultural Information and Management Standards (AIMS) division of the Food and Agriculture Organization of the United Nations (FAO) provides analytical data and standards for agricultural knowledge; this data promotes climate change resilience and disaster risk reduction.<sup>133</sup>

The World Bank established MAPS and BAPS to better manage data requirements for accomplishing the MDGs.<sup>134</sup> These action plans called for increased resources and more accurate data collection to identify and target regions in need of aid.<sup>135</sup> The Partnership in Statistics for Development in the 21<sup>st</sup> Century (PARIS21) and Global Trust Fund for Statistical Capacity Building (TFSCB) were tasked with increasing funding and sharing of best practices to build the statistical capacity of developing states.<sup>136</sup> STATCAP and BAPS provided funding to increase data collection and improve analysis, allowing for more complete data to drive decisions for development funding.<sup>137</sup>

UNDP focuses on improving indicators and metrics for development.<sup>138</sup> UNDP’s strategic plan revolves around SDG 1 on reducing and eliminating extreme poverty, SDG 10 on combatting inequality, and SDG 16 on promoting peaceful and inclusive societies.<sup>139</sup> UNDP works to accomplish these goals largely within the framework of SDG 17 on partnership for the goals.<sup>140</sup> UNDP assists governments in designing inclusive and sustainable development policies that serve all members of a state’s population.<sup>141</sup> UNDP also provides policy guidance and tools that help states use data to fight marginalization of vulnerable populations, mainstream gender, unlock human potential, and increase development momentum.<sup>142</sup> UNDP provides expert consultations to help states develop programs that monitor and analyze poverty reduction strategies among targeted populations.<sup>143</sup> UNDP also facilitates partnerships between the public and private sectors, which is critical for building out data capacity.<sup>144</sup> UNDP also assists states in monitoring resource consumption and production to support the development of more sustainable strategies.<sup>145</sup>

### ***Capacity-Building for Data-Driven Decisions and Good Governance***

Strengthening institutions, building good governance, and increasing the rule of law in these states requires robust and accurate data.<sup>146</sup> Developing countries face significant challenges to incorporating data into their decision-making process.<sup>147</sup> Obtaining accurate and timely data sets can be difficult for developing countries that lack strong statistical institutions.<sup>148</sup> Additionally, developing countries may lack the necessary analytical capacity and

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<sup>129</sup> UN-Women, *Partnering to close data and evidence gaps for women*, 2012.

<sup>130</sup> UN Statistics Division, *About the Global Gender Statistics Programme*, 2014.

<sup>131</sup> UNICEF, *Harnessing the Power of the Data Revolution for Sustainable Development*, 2016.

<sup>132</sup> Ibid.

<sup>133</sup> FAO, *About AIMS*, 2014.

<sup>134</sup> World Bank, *Harnessing the Data Revolution for Sustainable Development*, 2016.

<sup>135</sup> World Bank, *The Marrakech action plan for statistics: better data for better results – an action plan for improving development statistics*, 2004.

<sup>136</sup> Ibid.

<sup>137</sup> Ibid.

<sup>138</sup> UNDP, *UNPAN Workshop Theme: Enhancing Regional Integration for sustainable development through UNPAN – Address by UNDP Country Director on behalf of the UNDP Resident Representative*, 2015.

<sup>139</sup> UNDP, *Sustainable Development Goals*, 2016.

<sup>140</sup> Ibid.

<sup>141</sup> UNDP, *Development planning and inclusive sustainable growth*, 2016.

<sup>142</sup> Ibid.

<sup>143</sup> Ibid.

<sup>144</sup> Ibid.

<sup>145</sup> Ibid.

<sup>146</sup> Giovannini, *Harnessing support and building institutions for the data revolution*, 2015.

<sup>147</sup> Ibid.

<sup>148</sup> Ibid.

institutions to make effective use of existing data collected by third parties.<sup>149</sup> Partnering with non-governmental organizations, civil society, and the private sector is necessary to create shared systems of data collection and analysis that provide insight for policy decisions.<sup>150</sup> To foster multi-stakeholder partnerships, the First National Forum on Harnessing the Data Revolution on Sustainable Development focused efforts on agriculture, health, transportation, and education.<sup>151</sup> The Global Partnership for Sustainable Development data facilitates discussions on open data and innovation.<sup>152</sup>

Multilateral data sets play a pivotal role in accomplishing SDG 16 on promoting peace, justice, and strong institutions.<sup>153</sup> The Sustainable Development Solutions Network and the SDG 16 Data Initiative have launched a website to aggregate global indicator data.<sup>154</sup> The SDG 16 Data Initiative website provides open access to existing and current data on the SDG indicators and metrics adopted for SDG 16.<sup>155</sup> The ability to overlay datasets on a map makes data more accessible; it also serves to highlight the distance remaining in accomplishing SDG 16, since many datasets are only available to a limited number of Member States.<sup>156</sup>

### ***Bridging the Data Divide and Filling Data Gaps***

Since official statistics may not be available in Member States with limited capacity, some stakeholders have promoted the idea of adapting third-party data sets to fill existing data gaps and provide baseline measurements for the SDGs.<sup>157</sup> One possible approach to reducing this data gap may lie with the emerging Internet of Things (IoT).<sup>158</sup> ITU defines IoT as, “a global infrastructure for the information society, enabling advanced services by interconnecting (physical and virtual) things based on existing interoperable information and communication technologies.”<sup>159</sup> The IoT allows states and corporations to accurately monitor people and the technology they use.<sup>160</sup> However, many international actors have expressed concerns about protecting individual privacy in light of these technological advancements.<sup>161</sup>

The UN Global Pulse aims to provide policymakers with new models for decision-making, using predictive analytic strategies that make use of Big Data.<sup>162</sup> The UN Global Pulse innovation lab researches Big Data, or large datasets produced by private and public sector institutions, for their predictive and analytical utility.<sup>163</sup> These projects are already revealing new insights for accomplishing the SDGs.<sup>164</sup> Data collected by the private sector can be used to correlate distinct but interrelated data sets; for example, comparing the geographic origin of social media posts and radio conversations containing the words “AIDS” and “discrimination” may help organizations develop an epidemiological map to track the spread of infection and identify challenges facing individuals in subnational populations who are living with the disease.<sup>165</sup> Cellular data can provide information on social interactions and therefore the level of social connectivity in particular regions; cellular data may also be assessed to determine large scale mobility.<sup>166</sup> For example, data collected from cell phone towers can detail the movement patterns of individuals affected by flooding.<sup>167</sup> Cellular data is now used to determine the numbers and location of individuals

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<sup>149</sup> Giovannini, *Harnessing support and building institutions for the data revolution*, 2015.

<sup>150</sup> Nakweya, *Harnessing data to spur sustainable development*, *SciDev.Net*, 2015.

<sup>151</sup> *Ibid.*

<sup>152</sup> Global Partnership for Sustainable Development Data, *FAQ*, 2016.

<sup>153</sup> UN Sustainable Development Solutions Network, *Measuring Peaceful, Just, and Inclusive Societies: Launch of the SDG16 Data Initiative*, 2016.

<sup>154</sup> *Ibid.*

<sup>155</sup> SDG16 Data Initiative, *Map*.

<sup>156</sup> *Ibid.*

<sup>157</sup> UN ESCAP, *APFSD 2016: Special Event on the Global Partnership for Sustainable Development Data*, 2016.

<sup>158</sup> ITU & Cisco Systems, *Harnessing the Internet of Things for Global Development*, 2016.

<sup>159</sup> *Ibid.*

<sup>160</sup> *Ibid.*

<sup>161</sup> UN Secretary-General’s IEAG-DRSD, *A World That Counts*, 2014, p. 4.

<sup>162</sup> UN Global Pulse, *Projects*, 2016.

<sup>163</sup> *Ibid.*

<sup>164</sup> UN Regional Information Centre for Western Europe, *Using mobile phone data to improve humanitarian responses*, 2015.

<sup>165</sup> UN Global Pulse, *Driving a Big Data Revolution for Sustainable Development and Humanitarian Action*, 2015.

<sup>166</sup> *Ibid.*

<sup>167</sup> *Ibid.*

suffering from food shortage and increase the WFP humanitarian responses to affected regions.<sup>168</sup> This new data source provides timely and accurate information thereby increasing the potency of WFP's resources and accomplishing SDG 1.<sup>169</sup>

At its Special Event on the Global Partnership for Sustainable Development Data in 2016, the Economic and Social Commission for Asia and the Pacific (ESCAP) discussed several strategies for addressing these challenges.<sup>170</sup> Since sub-regional data can be incomplete, data from other sources like GPS, ATMs, satellite imagery, and mobile phones could be adapted to help fill these substantial data gaps and produce statistical indicators.<sup>171</sup> ESCAP currently works to determine cooperative data partners, share best practices between members, and ensure the ethical management of data to protect individuals as information is made available on an unprecedented scale.<sup>172</sup>

Accomplishing SDG 10 on promoting equality requires accurate data on underserved and vulnerable populations.<sup>173</sup> New strategies have emerged to address historic data gaps related to gender and age, which often result from a failure to disaggregate development data on women and children.<sup>174</sup> The UN Foundation's Data 2x initiative focuses on these challenges by mapping regions experiencing significant gender data gaps and pursuing data partnerships to reduce these large data gaps.<sup>175</sup> The UN Foundation has partnered with the Bill and Melinda Gates Foundation and UN-Women in a continuing effort to eliminate the gender data gap and create data equality.<sup>176</sup>

### **Conclusion**

The UN system paid attention to the level of detail and data required to monitor the progress of the SDGs and now works to develop programs targeting populations in most need to ensure that no one is left behind.<sup>177</sup> Fortunately, this data requirement corresponds with the largest increase in global data production in history.<sup>178</sup> The UNDP's focus on SDG 1, 10, 16, and 17 will be more informed than ever before by advancements in data collection.<sup>179</sup> Successfully making new data sources interoperable will provide advanced datasets for the SDG indicators and will also allow for predictive decision-making.<sup>180</sup>

While the data revolution has expanded the availability of datasets and variety of data sources, developing countries face challenges in building capacity to access and make use of large datasets.<sup>181</sup> Making these diverse and varied datasets interoperable and useful for decision makers will allow for more effective responses and more efficient uses of limited resources.<sup>182</sup> When various datasets are correctly combined, decision makers can respond to situations as they exist and predict future resource requirements as populations change and move.<sup>183</sup> Just as the emergence of the Information Society, a data revolution, and Big Data changed how the UN system measures development, the emerging IoT may provide the next progression in ICT.<sup>184</sup> However, adapting datasets collected from multiple stakeholders presents challenges to individual privacy and data security.<sup>185</sup> Finally, the outcome documents from the WSIS ten year review forum note a continued need to focus on the inclusion of women, youth, and at-risk populations in data collection and ICT.<sup>186</sup>

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<sup>168</sup> UN Regional Information Centre for Western Europe, *Using mobile phone data to improve humanitarian responses*, 2015.

<sup>169</sup> *Ibid.*

<sup>170</sup> UN ESCAP, *APFSD 2016: Special Event on the Global Partnership for Sustainable Development Data*, 2016.

<sup>171</sup> *Ibid.*

<sup>172</sup> *Ibid.*

<sup>173</sup> UN Foundation, *Data2x: Closing Gender Data Gaps*, 2013.

<sup>174</sup> *Ibid.*

<sup>175</sup> *Ibid.*

<sup>176</sup> UN Foundation, *UN Foundation joins efforts to leverage gender data for sustainable development*, 2016.

<sup>177</sup> UN General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)*, 2015.

<sup>178</sup> UN Global Pulse, *Driving a Big Data Revolution for Sustainable Development and Humanitarian Action*, 2015.

<sup>179</sup> UNDP, *Sustainable Development Goals*, 2016.; UN Secretary-General's IEAG-DRSD, *A World That Counts*, 2014.

<sup>180</sup> UN Global Pulse, *Driving a Big Data Revolution for Sustainable Development and Humanitarian Action*, 2015.

<sup>181</sup> *Ibid.*

<sup>182</sup> UN Secretary-General's IEAG-DRSD, *A World That Counts*, 2014, p. 5.

<sup>183</sup> UN Global Pulse, *Driving a Big Data Revolution for Sustainable Development and Humanitarian Action*, 2015.

<sup>184</sup> ITU & Cisco Systems, *Harnessing the Internet of Things for Global Development*, 2016.

<sup>185</sup> UN Secretary-General's IEAG-DRSD, *A World That Counts*, 2014, p. 4.

<sup>186</sup> WSIS, *WSIS+10 Outcome Documents*, 2014.

### **Further Research**

As delegates begin their research, they should consider how the international community can improve its data collection practices to bridge the gender data gap? How can existing data sets be successfully disaggregated to ensure that no one is left behind? How can Member States better address the privacy and security concerns expressed by various stakeholders, especially in light of the emerging IoT? How can development baselines be properly assessed to improve the development of future SDG indicators? How can UNDP and its partners promote capacity-building for harnessing data in developing countries? What mechanisms could be developed to assist developing Member States build their data capacity? How can new datasets be used to measure the SDGs and make sure that all discrete populations are being accurately assessed and served?

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*The report of the ITU on the IoT provides a broad overview and definition of terms for the emerging IoT network. The IoT is critical for delegates because it foresees the next wave in ICT development. This document contextualizes the new modalities of ICT between humans, between machines, and between humans and machines; it also examines the impact of IoT on the data revolution. The IoT represents the next step of data collection and dataset generation and analysis. Delegates can gain crucial insight into new methods of monitoring and assessment by examining new IoT technologies.*

United Nations, Division for Sustainable Development. (2016, April 11). *UN stresses demographic data as key to achieving SDGs* [Press Release]. Retrieved 16 July 2016 from:

<http://www.un.org/sustainabledevelopment/blog/2016/04/un-stresses-demographic-data-as-key-to-achieving-sdgs/>

*This development press release provides an overview of the need for disaggregated demographic data. The document briefly but effectively establishes the challenges faced by some Member States in collecting accurate data and disaggregating the data in order to provide effective and actionable information. The document also notes the power of using data to address social inclusivity and reduce inequality. Delegates will gain a quick overview and understanding of demographic data and will be able to pursue further research based on topics contained in this release.*

United Nations, General Assembly, Seventieth session. (2015). *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)* [Resolution]. Retrieved 15 July 2016 from: <http://undocs.org/a/res/70/1>

*This General Assembly resolution adopts the outcome document from the UN Summit for the Adoption of the Post-2015 Development Agenda and establishes the SDGs, providing a sustainable development framework with specific targets to achieve by 2030. This resolution highlights all SDGs and is provides background on each goal in specific sections. This resolution is critical reading for delegates to understand the SDGs and the current barriers to accomplishing them and to gain insight on UNDP's focus on SDG 1, 10, and 16.*

United Nations, Third International Conference on Financing for Development. (2015). *Addis Ababa Action Agenda*. Retrieved 25 October 2016 from: [http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA\\_Outcome.pdf](http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf)

*The outcome document from the Third International Conference Financing for Development focuses on SDG 1 and is particularly relevant for this topic in Section III: Data, Monitoring and Follow Up. The resolution directly introduces data within the context of development financing, leading delegates to further research on disaggregated data, data timeliness, and reliability. This is a foundational resolution that is necessary to properly understand UNDP's role in accomplishing SDG 1 as well as the successes and issues facing Big Data.*

United Nations Secretary-General's Independent Expert Advisory Group on the Data Revolution for Sustainable Development. (2014). *A World that Counts* [Report]. Retrieved 16 July 2016 from:

<http://www.undatarevolution.org/wp-content/uploads/2014/12/A-World-That-Counts2.pdf>

*The report of the IEAG-DRSD to the Secretary-General establishes the importance of “Big Data” to achieving sustainable development. The document provides an overview of the type of data that is available to be used and applied to sustainable development projects. It also calls for action on issues that need to be addressed to increase the effectiveness of data in development. The document’s well-organized and detailed substance introduces delegates to several themes for further research.*

United Nations Statistics Division. (n.d.) *About the Global Gender Statistics Programme* [Website]. Retrieved 28 August 2016 from: <http://unstats.un.org/unsd/gender/about.html>

*This website aggregates the work and documents of the Inter-Agency and Expert Group on Gender Statistics. The Global Gender Statistics Programme website shows the challenges facing data collection when disaggregated by gender. The website provides a wide array of resources on gender mainstreaming in data collection as well as a great entry point into additional research on the gender data gap and its implications for women’s equality.*

United Nations Statistics Division, Inter-Agency and Expert Group on Sustainable Development Goal Indicators. (2015). *Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators*. Retrieved from: <http://undocs.org/e/cn.3/2016/2>

*The IAEG-SDGI report introduces delegates to the concept of measurable data to monitor progress on the SDGs. The report stresses the requirements and kinds of data that are useful for determining progress as well as addressing the need to disaggregate data to ensure that no groups are left behind in the 2030 Agenda. Delegates should bear in mind while reading this report, that the established indicators in many cases are lacking in data collection, processing, and analysis in developing countries.*

United Nations, Sustainable Development Solutions Network. (2016, July 14). *Measuring Peaceful, Just and Inclusive Societies: Launch of the SDG16 Data Initiative* [Press Release]. Retrieved 16 July 2016 from: <http://unsdsn.org/news/2016/07/14/measuring-peaceful-just-and-inclusive-societies-launch-of-the-sdg16-data-initiative/>

*This press release from the UN Sustainable Development Solutions Network introduces the SDG16 Data Initiative, which is designed to implement and augment data collection to achieve SDG 16. The document provides a brief overview on data’s utility for achieving SDG 16 and introduces delegates to the Sustainable Development Network itself. The Sustainable Development Network is a fantastic research resource for delegates containing information, resolutions, and partnerships documents underlining the role of the international system in achieving and monitoring progress towards the achievement of the SDGs.*

World Bank. (2004). *The Marrakech action plan for statistics: better data for better results – an action plan for improving development statistics* [Report]. Retrieved 20 August 2016 from: <http://documents.worldbank.org/curated/en/493571468279866267/The-Marrakech-action-plan-for-statistics-better-data-for-better-results-an-action-plan-for-improving-development-statistics>

*MAPS provides an historical approach to the emerging Information Society of the early 2000s. This document grounds delegates in an understanding of data as it informed development funding during the MDG era. Looking back at the Marrakech action plan, delegates can ascertain where progress has been made, and where additional investment in thought and progress needs to occur.*

World Summit on the Information Society. (2014). *WSIS+10 Vision for WSIS Beyond 2015* [Outcome Document]. Retrieved 21 August 2016 from: <https://www.itu.int/net/wsis/implementation/2014/forum/inc/doc/outcome/362828V2E.pdf>

*The outcome documents from WSIS+10 are critical reading for delegates because the documents introduce important themes within the Information Society that were created in the Geneva Declaration of Principles. The updated documents here illuminate not only areas that require continued efforts from the 2003 WSIS but it also provides delegates with an intimate examination of how quickly the Information Society has changed and the emerging opportunities and challenges resulting from these changes.*



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## II. The Role of the Private Sector in Promoting Sustainable Development

*“The United Nations and business need each other. We need your innovation, your initiative, your technological progress. But business also needs the United Nations. In a very real sense, the work of the United Nations can be viewed as seeking to create the ideal enabling environment within which business can thrive.”<sup>187</sup>*

### **Introduction**

The private sector has been an important partner in the promotion of development since the United Nations (UN) was founded in 1945.<sup>188</sup> It greatly contributes to economic growth by funding human capital, developing capacity in the workforce, and creating jobs.<sup>189</sup> With the implementation of the Millennium Development Goals (MDGs) in 2000 and the Sustainable Development Goals (SDGs) in 2016, the private sector has used creativity, finance, and innovation to encourage productivity, promote inclusive economic growth, and create jobs.<sup>190</sup> As a result, the UN has aligned SDG targets with important business goals in order to create stronger and mutually beneficial partnerships with the private sector.<sup>191</sup>

The UN’s efforts to promote the achievement of the SDGs by fostering partnerships with other important actors of society is represented in Goal 17, partnerships for the goals, which states, “a successful sustainable development agenda requires partnerships between governments, the private sector and civil society.”<sup>192</sup> Public-private partnerships (PPPs) allow states to strengthen their infrastructure and implement services by taking advantage of the resources of the private sector.<sup>193</sup> These partnerships between governments, businesses, and civil society are important since they permit the exchange of knowledge, the mobilization of resources, and the creation of strategies that enable the achievement of inclusive and sustainable development in all parts of the world.<sup>194</sup> These partnerships must be inclusive and prioritize people, planet, and prosperity at all levels.<sup>195</sup>

Other goals relevant to the topic are Goal 1, which stresses the importance of ending poverty; Goal 10, the reduction of all kinds of inequalities; and Goal 16, which highlights the need for strengthening institutions through the promotion of transparency and accountability.<sup>196</sup> The private sector can contribute to the achievement of these goals by working alongside governments and civil society to develop strategies that address specific issues like poverty eradication, inequalities, or transparency; the private sector can further participate by allocating resources to extractive industries, financial institutions, infrastructure, and utilities.<sup>197</sup>

Although it is difficult to obtain a quantitative measure of the success rate of PPPs due to the broad variety in size, contribution, and sector, it is possible to measure their effectiveness based on their results.<sup>198</sup> One advantage of PPPs is that public sector entities can reduce potential risks by transferring responsibility for funding and managing large infrastructure projects to the private sector.<sup>199</sup> Private sector partners can also help improve the quality of infrastructure and services by financing experts to address different issues that might appear throughout the project.<sup>200</sup> However, PPPs commonly face challenges such as ideological differences, weak communication systems, and allocation risks.<sup>201</sup> Therefore, the United Nations Development Programme (UNDP) and other entities within the

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<sup>187</sup> UN DPI, *Secretary-General’s address to the UNA-USA Business Council for the United Nations and the Association for a Better New York*, 2007.

<sup>188</sup> UN Business Action Hub, *Guidelines on Cooperation between the United Nations and the Business Sector*, 2015, p. 1.

<sup>189</sup> UNDP, *Strategy for Working with the Private Sector*, 2012.

<sup>190</sup> UN Third International Conference on Financing for Development, *Addis Ababa Action Agenda*, 2015.

<sup>191</sup> Cline, How the private sector can make sustainable development a reality, *GreenBiz*, 2015.

<sup>192</sup> UN DPI, *Goal 17: Revitalize the global partnership for sustainable development*.

<sup>193</sup> World Bank Group, *About Public-Private Partnerships*, 2016.

<sup>194</sup> UN General Assembly, *The Future We Want (A/RES/66/288)*, 2012.

<sup>195</sup> UN DPI, *Goal 17: Revitalize the global partnership for sustainable development*.

<sup>196</sup> UNDP, *Sustainable Development Goals*, 2016.

<sup>197</sup> OECD, *Growth: Building Jobs and Opportunities in Developing Countries*.

<sup>198</sup> Colverson & Perera, *Harnessing the Power of Public-Private Partnerships: The Role of hybrid strategies in sustainable development*, 2012, p. 12.

<sup>199</sup> *Ibid.*, p. 30.

<sup>200</sup> International Project Finance Association, *Benefits of PPPs*.

<sup>201</sup> European PPP Expertise Centre, *PPP Motivations and Challenges for the Public Sector: Why (not) and how*, 2015, pp. 8-14.

UN system have focused on creating and strengthening these partnerships, since they will allow Member States to enhance international collaboration, formulate new policies, strengthen existing initiatives, and achieve the SDGs.<sup>202</sup>

### ***International and Regional Framework***

In 1986, the UN General Assembly adopted the *Declaration on the Right to Development*, which served as a foundation for the UN's commitment to development and its recognition as a "comprehensive economic, social, cultural and political process, which aims at the constant improvement of the well-being of the entire population."<sup>203</sup> *Agenda 21*, the outcome document of the United Nations Conference on Environment and Development held in Rio de Janeiro in 1992, highlights the importance of an inclusive approach to human settlement developments by strengthening the private sector's role, leverage, and collaboration.<sup>204</sup>

Produced as the outcome of the first United Nations International Conference on Financing for Development in 2002, the *Monterrey Consensus on Financing for Development* was the first UN framework to address the importance of multi-stakeholder partnerships and the role of the private sector in the achievement of sustainable development.<sup>205</sup> Adopted that same year at the World Summit on Sustainable Development, the *Johannesburg Plan of Implementation* enhanced the role of the UN Commission on Sustainable Development and encouraged the private sector to contribute by supporting developing countries with financial or technical aid, modifying unsustainable consumption patterns, and creating a transparent business environment.<sup>206</sup> The 2005 *World Summit Outcome* emphasized the need for good governance in order to stimulate the private sector to contribute to job creation, economic growth, and mobilization of resources.<sup>207</sup> The outcome document of the Second International Conference on Financing for Development in 2008, the *Doha Declaration on Financing for Development*, recognized the need to mobilize resources for poverty reduction and update the mechanisms established in the Monterrey Consensus.<sup>208</sup>

The *United Nations Millennium Declaration*, adopted at the Millennium Summit in 2000, set the foundation for world leaders to commit to a global partnership that would help solve some of society's most important issues such as poverty, world hunger, and inequality.<sup>209</sup> The *Geneva Declaration on Corporate Responsibility* was adopted at the United Nations Global Compact Summit in 2007.<sup>210</sup> This document stresses the importance of businesses engaging in responsible social activities, their contribution to society, and their impact on development.<sup>211</sup> Corporate social responsibility is also highlighted in the outcome document of the United Nations Conference on Sustainable Development (Rio+20) in 2015, *The Future We Want*.<sup>212</sup> This document stresses the importance of active participation by many different stakeholders to achieve the SDGs, especially by establishing frameworks that allow the proper execution of PPP and corporate social responsibility.<sup>213</sup>

Additionally, the UN Global Compact established a series of ten principles for ethical and sustainable business, incorporating key elements of the *2030 Agenda for Sustainable Development* with strategies, policies, and mechanisms that the private sector can implement in their activities.<sup>214</sup> These principles focus on four key areas: human rights, labor, environment, and anti-corruption.<sup>215</sup> Finally, the *Addis Ababa Action Agenda* of the Third

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<sup>202</sup> UN General Assembly, *Report of the Open Working Group on Sustainable Development Goals established pursuant to General Assembly resolution 66/288 (A/68/L.61)*, 2014.

<sup>203</sup> UN General Assembly, *Declaration on the right to development (A/RES/41/128)*, 1986.

<sup>204</sup> UNCED, *Agenda 21*, 1992.

<sup>205</sup> UN First International Conference on Financing for Development, *Monterrey Consensus on Financing for Development*, 2002.

<sup>206</sup> UN World Summit on Sustainable Development, *Plan of Implementation of the World Summit on Sustainable Development*, 2002.

<sup>207</sup> UN General Assembly, *2005 World Summit Outcome (A/RES/60/1)*, 2005.

<sup>208</sup> UN Second International Conference on Financing for Development, *Doha Declaration*, 2008.

<sup>209</sup> UN General Assembly, *United Nations Millennium Declaration (A/RES/55/2)*, 2000.

<sup>210</sup> UN Global Compact Leaders Summit, *The Geneva Declaration*, 2007.

<sup>211</sup> *Ibid.*

<sup>212</sup> UN General Assembly, *The Future We Want (A/RES/66/288)*, 2012.

<sup>213</sup> *Ibid.*

<sup>214</sup> UN Global Compact, *The Ten Principles of the UN Global Compact*.

<sup>215</sup> *Ibid.*

International Conference on Financing for Development in 2015 emphasized the importance of creating, strengthening, and fostering multi-stakeholder partnerships for the promotion and achievement of sustainable development.<sup>216</sup>

### ***Role of the International System***

The UN Division for Sustainable Development (DSD) is a division of the UN Secretariat in charge of assisting intergovernmental processes for sustainable development.<sup>217</sup> The DSD analyzes and develops policies and hosts the High-level Political Forum on Sustainable Development (HLPF).<sup>218</sup> This forum works to promote, achieve, and assess progress on the SDGs.<sup>219</sup> In cooperation with other UN agencies, the DSD works to mobilize resources and implement the 2030 Agenda.<sup>220</sup> DSD also co-chairs the Inter-Agency Consultative Group on Small Island Developing States (SIDS).<sup>221</sup> Also within the UN Secretariat, the UN Department of Economic and Social Affairs (UN DESA), aims to stimulate and support different initiatives by the international community in the pursuit of sustainable development.<sup>222</sup> This office also hosts the Financing for Development Office (FfDO), an initiative established in 2003 that offers support and the facilitation of resources for financing development-related topics.<sup>223</sup> The Intergovernmental Committee of Experts on Sustainable Development Financing (ICESDF) was created by the Rio+20 Conference.<sup>224</sup> This conference established a process to assess financing needs, analyze the effectiveness of existing frameworks, and potentially create new programs.<sup>225</sup> The 2014 ICESDF report to the UN General Assembly expressed the need for policies that allow Member States to choose strategic development areas to address and allocate \$22 trillion in financing development.<sup>226</sup> Other UN initiatives such as the SDG Fund have encouraged the international community to foster partnerships to promote sustainable development.<sup>227</sup>

In order to achieve the SDGs by 2030, UNDP partnered with different industries by facilitating negotiations with governments and civil society through the creation of discussion groups on topics such as poverty eradication and gender inequality, mobilizing funds for projects that will benefit low-income families, and stimulating innovative solutions for development issues like economic growth, inequality, and poverty.<sup>228</sup> When it comes to eradicating poverty, UNDP encourages countries to achieve the SDGs by tackling multidimensional poverty and inequality through the creation of sustainable educational, social, and environmental plans.<sup>229</sup> In Venezuela, UNDP and the Inter-American Development Bank have demonstrated the potential of harnessing culture for sustainable development by financing music programs like the National System of Youth and Children's Orchestras, which provide musical training and education to impoverished youths.<sup>230</sup>

Another UNDP initiative is the Istanbul International Center for Private Sector in Development (IICPSD).<sup>231</sup> One of the main objectives of the IICPSD is to “support the development of inclusive and competitive markets and inclusive business models that engage poor people into value chains as producers, employees, consumers and entrepreneurs, with the end goal of poverty alleviation.”<sup>232</sup> UNDP also produces reports such as *the Private Sector and Foundations Strategy for the Sustainable Development Goals* and its Strategic Plan for 2014-2017.<sup>233</sup> Both

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<sup>216</sup> UN OHCHR, *UN experts: Corporations must contribute to sustainable development by respecting human rights*, 2015.

<sup>217</sup> UN DESA, *Division for Sustainable Development*.

<sup>218</sup> *Ibid.*

<sup>219</sup> *Ibid.*

<sup>220</sup> *Ibid.*

<sup>221</sup> *Ibid.*

<sup>222</sup> UN DESA, *About UN DESA*.

<sup>223</sup> UN DESA, *Financing for Development Office: Mission Statement*.

<sup>224</sup> UN General Assembly, *The Future We Want (A/RES/66/288)*, 2012.

<sup>225</sup> *Ibid.*

<sup>226</sup> UN DPI, *Expert committee gives UN General Assembly options to finance future sustainable development agenda*, 2014.

<sup>227</sup> *Business for 2030, Resources for implementation - directing corporate activities towards achieving the SDGs*.

<sup>228</sup> UNDP, *UNDP and the Private Sector*, 2016.

<sup>229</sup> UNDP, *Sustainable Development Goals*, 2016.

<sup>230</sup> UNDP, *In Venezuela, music provides hope for impoverished youth* 2016.

<sup>231</sup> UNDP, *UNDP Istanbul International Center for Private Sector in Development*, 2016.

<sup>232</sup> *Ibid.*

<sup>233</sup> UNDP IICPSD, *UNDP releases its new private sector and foundations strategy for 2016-2020*, 2016.

documents update the goals and priorities established in the 2007 and 2012 *UNDP Private Sector Strategy*.<sup>234</sup> These documents provide guidelines for both the private sector and UNDP in order to strengthen their partnerships by facilitating their roles to address and solve development challenges.<sup>235</sup> They also serve as guidelines by highlighting best practices and resources such as the creation of discussion groups, promotion of alliances between UNDP and businesses, and enhancing the collaboration between governments and enterprises.<sup>236</sup>

In addition, UNDP has partnered with governments, businesses, international financial institutions, and civil society organizations in promoting the achievement of the SDGs.<sup>237</sup> Initiatives such as Business Fights Poverty, which was created and managed by members of civil society, have built a system that breaks down such a broad topic like poverty into different challenge areas.<sup>238</sup> The process they recommend involves identifying the challenge with concrete and high-priority questions, creating intentional and mutually beneficial partnerships, and short and long-term impacts of the project.<sup>239</sup> The Business Call to Action (BCtA), launched in 2008 by UNDP in collaboration with several Member States, challenges businesses from all sectors and sizes to “[make] commitments to improve the lives and livelihoods of millions through commercially-viable business ventures that engage low-income people as consumers, producers, suppliers, and distributors of goods and services.”<sup>240</sup>

The United Nations Industrial Development Organization (UNIDO) addresses issues related to “productive capacity, social inclusion and environmental sustainability.”<sup>241</sup> The United Nations Development Group (UNDG) has a Sustainable Development Working Group, which helps to formulate and monitor the implementation of policies and strategies that guides different actors in society to collaborate for the achievement of the SDGs.<sup>242</sup> The United Nations Conference on Trade and Development (UNCTAD) created a framework focusing on strategies and programs concerning “(i) guiding principles and global leadership to galvanize action for private investment, (ii) the mobilization of funds for investment in sustainable development, (iii) the channeling of funds into investments in SDG sectors, and (iv) maximizing the sustainable development impact of private investment while minimizing the risks or drawbacks involved.”<sup>243</sup>

The UN Global Compact platform brings together businesses, governments, and citizens in partnership to accomplish ten principles derived from the *Universal Declaration of Human Rights* (1948), the *Rio Declaration on Environment and Development* (1992), and the *United Nations Convention against Corruption* (2003).<sup>244</sup> This platform is active in more than 160 countries, has published more than 40,000 public reports, and has developed a multi-year strategy labeled “Making Global Goals Local Business,” which aims to promote the participation of businesses in the achievement of the SDGs.<sup>245</sup>

These partnerships and initiatives have generated a series of successes.<sup>246</sup> In 2011, a group of 10 UN agencies (including UNDP) joined to create the UN Value Chain Development (UN-VCD) Group, an alliance that produced a report called *Approaches and activities by UN agencies and opportunities for cooperation*, which serves as a guideline in exploring ways to improve value chain development and encourage inter-agency cooperation.<sup>247</sup> In the Dominican Republic, the UN-VCD Group has been working on strengthening the Banana Value Chain of the Spanish MDG Fund by stimulating competitiveness, innovation through the use of new technologies and training

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<sup>234</sup> UNDP IICPSD, *UNDP releases its new private sector and foundations strategy for 2016-2020*, 2016.

<sup>235</sup> UNDP, *Strategy for Working with the Private Sector*, 2012.

<sup>236</sup> Ibid.

<sup>237</sup> UNDP, *Partners*, 2016.

<sup>238</sup> Business Fights Poverty, *Challenges*, 2016.

<sup>239</sup> Ibid.

<sup>240</sup> Business Call to Action, *About BCtA*, 2016.

<sup>241</sup> UNIDO, *Business Partnerships*.

<sup>242</sup> UNDG, *Sustainable Development Working Group*, 2016.

<sup>243</sup> UN Global Compact et al., *Private Sector Investment and Sustainable Development*, 2015.

<sup>244</sup> UN Global Compact, *The Ten Principles of the UN Global Compact*.

<sup>245</sup> UN Global Compact, *UN Global Compact Launches Next-Generation Business Solutions to Achieve the Sustainable Development Goals*, 2016.

<sup>246</sup> UNDP, *Strategy for Working with the Private Sector*, 2012.

<sup>247</sup> Stamm & von Drachenfels, *Value Chain Development: Approaches and activities by seven UN agencies and opportunities for interagency cooperation*, 2011.

workers so they can improve their performance.<sup>248</sup> In an effort to promote inclusive business, UNDP supports initiatives on a regional level through the IICPSD in countries such as Afghanistan, Kyrgyzstan, and Tajikistan in order to improve the lives of low-income families by boosting the exportation of agricultural products.<sup>249</sup>

### ***The Private Sector's Impact on Poverty Reduction***

The *2030 Agenda for Sustainable Development* stresses the commitment of Member States to eradicate poverty in all of its forms by allocating resources as necessary to marginalized areas.<sup>250</sup> It also invites the private sector to contribute by modifying unsustainable consumption patterns, using innovation and technology when facing sustainable development challenges and following international health and environment standards such as the *Guiding Principles on Business and Human Rights*.<sup>251</sup> This can be accomplished by working together with important actors of society and furthering partnerships.<sup>252</sup> As an engine of economic growth and main source of employment in many countries, the private sector plays an important role in the alleviation of poverty.<sup>253</sup> The UN has fostered initiatives that encourage the private sector to collaborate by “generating investment, financing for development and creating employment.”<sup>254</sup> Effective PPP can be seen in programs such as Business Fights Poverty or the SDG Fund; initiatives that promote the private sector’s participation in the eradication of poverty by challenging business to have more inclusive policies, exchange projects, and build alliances with other organizations.<sup>255</sup>

UNDP’s efforts to partner with the private sector to eradicate poverty have been extensive. For example, businesses provided more than \$135 million to fund various UNDP projects.<sup>256</sup> These projects range from helping farmers in Uganda increase their production and access local markets to training women in Malawi to generate compost from waste products.<sup>257</sup> Uganda is one of the main producers of beans in Africa, a legume in demand due to its high dietary protein and calories.<sup>258</sup> UNDP, local businesses, and the government work in partnership to train small farmers in responsible practices, improve the quality of the production, and ensure the farmers get fairly compensated for their products.<sup>259</sup> Malawi is one of the most poverty-stricken nations in the world, ranked as number 173 in the Human Development Index (HDI) of 2015.<sup>260</sup> Malawi also faces challenges with waste management, especially in areas that are rapidly growing since waste is not collected in areas with mainly low-income households and waste bins are not located in critical locations.<sup>261</sup> In 2010, UNDP partnered with the United Nations Human Settlements Programme (UN-Habitat) and created a project called Waste for Wealth.<sup>262</sup> This initiative trained more than 100 women in waste management, an opportunity that allowed unemployed females to transform more than 100 kilograms per week of waste products into compost as a form of sustainable living.<sup>263</sup> This project allowed women to contribute to environmental conservation while increasing their household income of up to \$110 per month for every 50 kilograms of waste sold to businesses.<sup>264</sup>

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<sup>248</sup> UNDP, *Strategy for Working with the Private Sector*, 2012.

<sup>249</sup> UNDP IICPSD, *Overview*, 2016.

<sup>250</sup> UN General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)*, 2015.

<sup>251</sup> *Ibid.*

<sup>252</sup> Seth, Goal 17, Enabling a Sustainable Future through the Joint Action of Countries and Communities: A Revitalized Global Partnership for Sustainable Development, *UN Chronicle*, 2015.

<sup>253</sup> Australian Council for International Development, *Role of the private sector in promoting economic growth and reducing poverty in the Indo-Pacific region*, 2014.

<sup>254</sup> UN General Assembly, *2005 World Summit Outcome (A/RES/60/1)*, 2005.

<sup>255</sup> Sustainable Development Goals Fund, *Inclusive economic growth for poverty eradication*.

<sup>256</sup> UNDP, *UNDP and the Private Sector*, 2016.

<sup>257</sup> UNDP, *Sustainable Development Goals*, 2016.

<sup>258</sup> Kilimo Trust, *Development of Inclusive Markets in Agriculture and Trade (DIMAT): The Nature and Markets of Bean Value Chains in Uganda*, 2012.

<sup>259</sup> UNDP, *Value chains: Supporting inclusive markets in agriculture and trade in Uganda*, 2016.

<sup>260</sup> UNDP, *Human Development Reports: Malawi*, 2015.

<sup>261</sup> Namadzunda, Waste management challenges at Lilongwe, Malawi, *Digital Journal*, 2010.

<sup>262</sup> UNDP, *Malawi women turn waste into a sustainable living*, 2016.

<sup>263</sup> *Ibid.*

<sup>264</sup> *Ibid.*

### ***Promoting Public-Private Partnerships***

Enhancing cooperation between the public and private sector is critical to achieving sustainable development.<sup>265</sup> The *Addis Ababa Action Agenda* emphasized the key role that both the public and the private sectors play in infrastructure financing, development banks, and PPPs.<sup>266</sup> It is important to encourage PPPs since they combines the private sector's resources with the public sector's infrastructure.<sup>267</sup> PPPs can be defined as “voluntary and collaborative relationships between public and private actors that agree to work together to achieve a common goal or undertake specific tasks.”<sup>268</sup> The African Facility for Inclusive Markets works with UNDP, regional governments, and the private sector to accomplish the SDGs through a series of projects such as the establishment of value chains in the region and the creation of jobs in economic sectors such as agribusiness, tourism, and renewable energy, especially for low-income and marginalized populations.<sup>269</sup> Another example is the Get Airports Ready for Disasters (GARD) program, which was created as a joint effort between UNDP and the Deutsche Post DHL.<sup>270</sup> This project combines DHL experience in logistics and organization with UNDP's knowledge in disaster risk-reduction and governance.<sup>271</sup> This alliance has already resulted in empowering airport workers to perform well during a disaster and reduce the potential impact of disaster risk.<sup>272</sup>

Partnerships between the private and public sectors encounter unique challenges, such as making the project attractive enough for private sector investment, creating incentives so the private sector can perform well, and even making the investment profitable.<sup>273</sup> Successful projects clearly define the responsibilities and tasks so that every actor is aware of what they have to do and what they are accountable for.<sup>274</sup> Best practices for PPPs also include engaging the private sector in developing and financing.<sup>275</sup> Based on the UN Global Compact's Ten Principles, UNIDO's Responsibility Entrepreneur Achievement Programme (REAP) has organized different events where enterprises from Latin America and Africa have worked with their local governments to implement policies and actions that engage, promote, and accomplish the SDGs by battling against corruption and accelerating economic growth.<sup>276</sup> Other factors that contribute to successful PPPs include adequate legal frameworks that can concretely guide both parties in the process and stable political systems.<sup>277</sup> Finally, allowing private sector stakeholders to participate in the decision-making process has been shown to incentivize innovation.<sup>278</sup>

### ***Conclusion***

Member States have made significant progress towards increasing official development assistance, a key target established in MDG 8 on partnership for development.<sup>279</sup> However, there is still room for improvement; the international community did not completely achieve other targets proposed in Goal 8, such as reducing Member States' debt burden or providing access to medicines.<sup>280</sup> As a result, the international system needs to address significant gaps left by the MDGs, build stronger partnerships with the private sector, and share data that can better inform all parties in the decision-making process.<sup>281</sup> It is also important to revitalize the existing partnerships between the different actors of society to achieve the SDGs.<sup>282</sup> As an engine of growth and main source of employment, innovation, and technology, the private sector represents a vital collaborator for the UN in the

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<sup>265</sup> UNECE, *Public-Private Partnerships for Sustainable Development*.

<sup>266</sup> UN Third International Conference on Financing for Development, *Addis Ababa Action Agenda*, 2015.

<sup>267</sup> World Bank Group, *Government Objectives: Benefits and Risks of PPPs*, 2016.

<sup>268</sup> UNDP, *Strategy for Working with the Private Sector*, 2012.

<sup>269</sup> UNDP, *African Facility for Inclusive Markets*, 2016.

<sup>270</sup> UNDP, *Preparing airports for disasters*, 2016.

<sup>271</sup> Ibid.

<sup>272</sup> Buhne, Innovative public-private partnerships are key to Post-2015 success, *Our Perspectives*, 2015.

<sup>273</sup> World Bank Group, *Government Objectives: Benefits and Risks of PPP*, 2016.

<sup>274</sup> UNIDO & UN Global Compact, *Engaging the Private Sector in the Post-2015 Agenda*, 2014.

<sup>275</sup> Ibid.

<sup>276</sup> Ibid.

<sup>277</sup> European PPP Expertise Centre, *PPP Motivations and Challenges for the Public Sector: Why (not) and how*, 2015, pp. 8-14.

<sup>278</sup> Ibid.

<sup>279</sup> UN Inter-Agency Working Group on MDG Indicators, *The Millennium Development Goals Report 2015*, 2015, p. 7.

<sup>280</sup> UN DPI, *Goal 8: Develop a global partnership for development*, 2008.

<sup>281</sup> UN Inter-Agency Working Group on MDG Indicators, *The Millennium Development Goals Report 2015*, 2015, p. 13.

<sup>282</sup> UN DPI, *Goal 17: Revitalize the global partnership for sustainable development*.



promotion of sustainable development.<sup>283</sup> In addition, it is important for both governments and businesses to highlight the challenges that these partnerships might encounter along the way such as conflict of interest.<sup>284</sup> To fully achieve the SDGs, the public sector must formulate new policies for PPPs, allocate necessary resources, and strengthen existing partnerships; the private sector must leverage its expertise and provide support for public projects; and civil society must continue to actively participate in the promotion and achievement of sustainable development.<sup>285</sup>

### ***Further Research***

Taking into consideration the role that the private sector plays in the promotion and achievement of the SDGs, delegates should consider why the private sector has decreased its participation in partnerships for sustainable development? How can UNDP promote more sustainable partnerships with the private sector and improve existing ones? What challenges concerning development are being faced in developing countries? Of those challenges, what are the UN and local governments doing to foster the participation of the private sector in these locations?

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*This document addresses the importance of recognizing the power of private sector growth to alleviate poverty and increase the economic and social development of society. Furthermore, the report gives diverse examples on how multinational corporations, small business owners, and organized groups from varied backgrounds can use their skills to address the issues that are affecting the Indo-Pacific region. Therefore, this document will be of great aid to understanding the role that the private sector plays in achieving the SDGs, more specifically goal 17.*

Business Call to Action. (2016). *About BCtA* [Website]. Retrieved 5 November 2016 from:

<http://www.businesscalltoaction.org/about-bcta/> <http://www.businesscalltoaction.org/about/about-us/>

*With the slogan “Inclusive business is good for business and good for development,” this multilateral alliance engages companies to contribute to achieving the SDGs by asking them to create initiatives that promote inclusive development. Key recommendations include financing services for poor populations or enhancing energy access for low-income families. This website, which is financed by different governments and global entities, also showcases examples and projects that have already been made by businesses across the globe and that will serve as a guide for delegates in their research.*

Business Fights Poverty. (2016). *Challenges* [Website]. Retrieved 5 November 2016 from:

<http://businessfightspoverty.org/challenges/> <http://businessfightspoverty.org/activities/>

*Business Fights Poverty is an initiative created by members of the civil society who wanted to find solutions to poverty and its specific challenges. This strategy aims to connect governments, civil society organizations, and businesses to create partnerships that can address the issue and make a difference. With this source, delegates will be able to learn about events, projects, and programs taking place around the world. Delegates will also gain more in depth knowledge about the context of the topic and the different areas that can be discussed.*

Business for 2030. (n.d.). *Resources for implementation - directing corporate activities towards achieving the SDGs* [Website]. Retrieved 17 August 2016 from: <http://www.businessfor2030.org/partnership-resources>

*Business for 2030 is an initiative of the United States Council for International Business. This source provides a wide variety of resources that can be useful for businesses when looking for*

<sup>283</sup> UN General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)*, 2015.

<sup>284</sup> World Bank Group, *Government Objectives: Benefits and Risks of PPPs*, 2016.

<sup>285</sup> UN General Assembly, *The Future We Want (A/RES/66/288)*, 2012.

*ways they can contribute to achieving SDGs, such as policy briefs, research previously focused in each goal, etc. This source will help delegates explore solutions to the challenges that businesses might face in contributing to the SDGs.*

Sustainable Development Goals Fund. (n.d.). *Inclusive economic growth for poverty eradication* [Website]. Retrieved 17 August 2016 from: <http://www.sdgfund.org/inclusive-economic-growth-poverty-eradication>

*This webpage shows the three responses that the SDGF uses to promote economic growth and eradicate poverty. This source gives a detailed explanation on the importance of inclusive growth as well as a series of examples where the SDG Fund Response has taken action and supported different initiatives. As delegates research solutions and initiatives for combining economic growth with poverty eradication, this source provides concrete examples that have been enacted across the globe.*

United Nations Global Compact. (n.d.). *The Ten Principles of the UN Global Compact* [Website]. Retrieved 17 August 2016 from: <https://www.unglobalcompact.org/what-is-gc/mission/principles>

*This webpage provides an overview of the UN Global Compact's Ten Principles and the importance of corporate responsibility. These principles are focused on four main areas: human rights, labor, environment, and anti-corruption. They are based on important documents that have served as guidelines for the international community such as the Universal Declaration of Human Rights, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption. This source will be useful for delegates in their research as it provides useful information about these principles and the responsibility that businesses play in each of the four areas previously mentioned.*

United Nations Global Compact Leaders Summit. (2007). *Geneva Declaration*. Retrieved 22 October 2016 from: [https://www.unglobalcompact.org/docs/summit2007/GENEVA\\_DECLARATION.pdf](https://www.unglobalcompact.org/docs/summit2007/GENEVA_DECLARATION.pdf)

*The outcome of the United Nations Global Compact Leaders Summit in Geneva, Switzerland in July of 2007 stresses the importance of creating partnerships between businesses, the United Nations, and governments to protect the environment and cultivate social practices in the corporate world. The report comes as part of an effort to both support and guide businesses and civil society on how to build transparent and successful multi-stakeholder partnerships. This document will be of great aid for delegates in obtaining a better understanding corporate social responsibility and its significance in the promotion of sustainable development.*

United Nations Global Compact Office. (2008). *The United Nations and the Private Sector: A Framework for Collaboration* [Report]. Retrieved 16 July 2016 from:

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*When it comes to what role businesses play, this guide provides tools allowing the private sector to contribute to the United Nations pursuit to alleviate poverty, promote economic growth, and innovation. This document provides delegates an understanding of the vital partnership between the United Nations and the private sector. The document showcases PPP value for promoting sustainable development by supporting national and local governments in fostering the respect of human rights, investing in social initiatives, and increasing responsible practices among businesses.*

United Nations Industrial Development Organization & United Nations Global Compact (2014). *Engaging the Private Sector in the Post-2015 Agenda* [Report]. Retrieved 17 August 2016 from:

[https://www.unido.org/fileadmin/user\\_media\\_upgrade/Resources/Publications/Final\\_Consultation\\_Report\\_Engaging\\_with\\_the\\_Private\\_Sector.pdf](https://www.unido.org/fileadmin/user_media_upgrade/Resources/Publications/Final_Consultation_Report_Engaging_with_the_Private_Sector.pdf)

*This report addresses the different ways that the private sector can play a more active role in the post-2015 era. It demonstrates the role of private sector institutions in financing development projects, contributing to the eradication of poverty, promoting economic growth, and creating partnerships with governments and civil society. Delegates will find this report useful as they explore the benefits of engaging the private sector for achieving the SDGs. Finally, the report highlights challenges that might come along the way.*



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*This outcome document from the Third International Conference for Financing and Development serves to guide Member States in creating a funding environment that encourages partnership to achieve the SDGs. In addition, it highlights how vital it is for the private sector to participate in the promotion of sustainable development. This document will serve as a great tool for delegates to understand what role UNDP can play in facilitating private sector partnerships by promoting and strengthening public policies, and incentivizing the financing of development projects.*

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### III. Gender Mainstreaming in Early Recovery Situations

*“The world will never realize 100 per cent of its goals if 50 per cent of its people cannot realize their full potential. When we unleash the power of women, we can secure the future for all.”*<sup>286</sup>

#### **Introduction**

The United Nations Development Programme (UNDP) places great emphasis on fulfilling women’s and men’s civil, cultural, economic, political, and social rights through Sustainable Development Goal (SDG) 5 on achieving gender equality and empowering women and girls.<sup>287</sup> Gender mainstreaming was established as an inclusive strategy for the promotion of gender equality and the empowerment of women by the *Beijing Platform for Action* (BPfA) (1995).<sup>288</sup> Gender mainstreaming is an approach that challenges existing social structures in order to place women and men on an equal level and that challenges societies to consider policies from a gender-sensitive perspective.<sup>289</sup> The United Nations Economic and Social Council (ECOSOC) introduced the first globally-recognized definition of gender mainstreaming as:

“Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.”<sup>290</sup>

Gender mainstreaming plays an important role both during and in response to humanitarian crises, especially in early recovery situations.<sup>291</sup> Early recovery focuses on strengthening resilience and strengthening capacity through specific programmatic actions that move populations from dependence on humanitarian relief towards development and self-reliance, while resuming their livelihoods and regaining a sense of normalcy.<sup>292</sup> The Inter-Agency Standing Committee (IASC) defines early recovery as a multilateral intervention that builds humanitarian programs and sets the groundwork for sustainable development opportunities during humanitarian responses.<sup>293</sup> The early recovery approach reinforces pre-existing resilient and sustainable processes implemented by national entities.<sup>294</sup> It aims to restore basic services, build livelihoods, ensure transitional shelter, safeguard governance through security and rule of law, and ensure other socioeconomic necessities such as the reintegration of displaced populations.<sup>295</sup> Early recovery strengthens human security and is the first approach that addresses the core causes of crises.<sup>296</sup>

UNDP’s implementation of gender mainstreaming is dual-pronged: supporting the empowerment of women through “gender-specific interventions” and addressing “gender concerns in the developing, planning, implementing, and evaluating of all policies and programs.”<sup>297</sup> Indeed, UNDP’s *Gender Equality Strategy 2014-2017* pays careful attention to women facing various and overlapping forms of discrimination stemming from ethnicity, disability, or migratory and indigenous status.<sup>298</sup> When a crisis hits a community, it causes human and material damage requiring immediate humanitarian relief, but early recovery approaches that implement a gender perspective can address those

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<sup>286</sup> UN Office of the Secretary-General, *Secretary-General’s Message on International Women’s Day*, 2015.

<sup>287</sup> UNDP, *UNDP Gender Equality Strategy 2014-2017*, 2014, p. 5.

<sup>288</sup> UN Office of the Special Adviser on Gender Issues and Advancement of Women, *Gender Mainstreaming: An Overview*, 2002, p. 5.

<sup>289</sup> *Ibid.*

<sup>290</sup> UN ECOSOC, *Mainstreaming the gender perspective into all policies and programmes in the United Nations System: Report of the Secretary-General (E/1997/66)*, 1997, p. 12.

<sup>291</sup> UNDP, *The Eight Point Agenda: Practical, positive outcomes for girls and women in crisis*.

<sup>292</sup> UNDP, *UNDP and Early Recovery*, 2012, p. 2; UNDP, *Preventing Crisis, Enabling Recovery*. 2014, p. 18.

<sup>293</sup> UN Cluster Working Group on Early Recovery, *Guidance note on Early Recovery*, 2008, p. 6.

<sup>294</sup> *Ibid.*

<sup>295</sup> *Ibid.*

<sup>296</sup> *Ibid.*

<sup>297</sup> UNDP, *UNDP Gender Equality Strategy 2014-2017*, 2014, p. 5.

<sup>298</sup> *Ibid.*



immediate needs while also building long-term community resilience.<sup>299</sup> As one of the first responders in recovery situations, UNDP works to sustain crisis recovery and alleviate the negative impacts of crises through durable solutions mainstream a gender perspective in early recovery interventions.<sup>300</sup>

### ***International and Regional Framework***

The first international treaty that established a framework for rights-based responses for gender equality was the *Convention on the Elimination of All Forms of Discrimination against Women* (CEDAW) (1979).<sup>301</sup> CEDAW identifies gender inequality as a consequence of discrimination against women.<sup>302</sup> Indeed, 20 years since BPfA's implementation, progress has been made difficult due to the persistent discrimination and the threat of violence, harassment, and intimidation in political institutions contributing to women's low levels of political involvement.<sup>303</sup> In fact, from 1997 to 2015, women's parliamentary representation only increased from 12% to 22% and the number of female Heads of State increased from 12% to 19%, demonstrating that women in power and decision-making positions are still marginalized.<sup>304</sup> CEDAW also sets a number of commitments to end discrimination and uphold women's rights.<sup>305</sup> First, States parties should incorporate gender equality principles and abolish all forms of discrimination against women in their legal systems.<sup>306</sup> Second, tribunals and public institutions that effectively protect women against discrimination should be implemented.<sup>307</sup> Third, States parties commit to ending discriminatory acts against women by persons, organizations, or enterprises.<sup>308</sup> Amongst other adopted international frameworks, the *Declaration on the Elimination of Violence against Women* (1993) stipulates that violence of any kind against women violates, impairs, and invalidates women's human rights as well as the full exercise of their fundamental freedoms.<sup>309</sup>

The BPfA calls for global mobilization for women's empowerment, promotion of human rights, and combatting discrimination and stigmas.<sup>310</sup> The BPfA counters gender inequalities in access to education and training as well as health care and social services.<sup>311</sup> Also, the Platform identifies the importance of reducing the gender gap in decision-making processes, communication systems, access to social resources and natural resources, and socioeconomic contexts.<sup>312</sup> In the same vein, the BPfA highlights the effects of conflicts that often increase poverty, hardship, and gender-based violence on women.<sup>313</sup> Indeed, in post-conflict situations, women fall victims to psychological and physical abuses causing mental trauma, diseases, and deteriorating women's well-being that discourages them from accessing health and other social services.<sup>314</sup> The exposure of marginalized groups, such as women migrant workers, is heightened.<sup>315</sup> Furthermore, BPfA incorporates precise guidelines to be implemented by the United Nations (UN) system, governments, and the private sector to ensure gender equality.<sup>316</sup> Those guidelines contain 12 areas of concern: "poverty, education and training, health, violence, armed conflict, economy, power and decision-making, institutional mechanisms, human rights, media, environment, and the girl child."<sup>317</sup>

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<sup>299</sup> UNDP, *UNDP and Early Recovery*, 2012, pp. 1-2.

<sup>300</sup> *Ibid.*

<sup>301</sup> UN Cluster Working Group on Early Recovery, *Guidance note on Early Recovery*, 2008, p. 6.

<sup>302</sup> *Ibid.*

<sup>303</sup> UN-Women, *Summary Report: The Beijing Declaration and Platform for Action Turns 20*, p. 30.

<sup>304</sup> UNDP, *UNDP Strategic Plan 2014-2017*, p. 10.

<sup>305</sup> UN General Assembly, *Convention on the Elimination of All Forms of Discrimination against Women (A/RES/34/180)*, 1979.

<sup>306</sup> *Ibid.*

<sup>307</sup> *Ibid.*

<sup>308</sup> *Ibid.*

<sup>309</sup> *Ibid.*

<sup>310</sup> UN Fourth World Conference on Women, *Beijing Declaration and Platform for Action*, 1995, pp. 16-17.

<sup>311</sup> *Ibid.*

<sup>312</sup> *Ibid.*

<sup>313</sup> *Ibid.*, p. 37.

<sup>314</sup> *Ibid.*

<sup>315</sup> *Ibid.*, p. 53.

<sup>316</sup> UNDP, *UNDP Gender Equality Strategy 2014-2017*, 2014, p. 9.

<sup>317</sup> UN Fourth World Conference on Women, *Beijing Declaration and Platform for Action*, p. 9.

SDG 5 is central in achieving gender equality in early recovery situations.<sup>318</sup> However, gender mainstreaming early recovery situations is a multidimensional approach that enables the accomplishment of multiple SDGs.<sup>319</sup> In order to achieve SDG 3, UNDP developed the Ebola Early Recovery and Resilience Support Framework: Going Beyond Zero strategy that bridges humanitarian aid and development, and ensures a sustained and early recovery to populations affected by HIV or AIDS.<sup>320</sup> In the same way, UNDP supports gender equality in sustainable water management through Cap-Net, a mechanism that ensures gender-sensitive, water integrity and climate change adaptation approaches to access to water, which works toward achieving SDG 6.<sup>321</sup>

Moreover, the *Hyogo Framework for Action* (HFA) explicitly states that “a gender perspective should be integrated into all disaster risk management policies, plans and decision-making processes, including those related to risk assessment, early warning, information management, and education and training.”<sup>322</sup> HFA explains and details the efforts required from various sectors and actors to reduce disaster losses while incorporating gender approaches to various subdivisions of disaster risk management such as risk evaluations and early warning tools.<sup>323</sup> HFA demands that disaster risk assessments utilize a gender-sensitive approach in order to determine the presence and the severity of harm exposure and women’s risks of disclosure to hostile factors.<sup>324</sup> This approach identifies gender-based capacities and resources for managing risk, as well as acceptable level of risks.<sup>325</sup> It necessitates gender-sensitive early warning systems and indicators that calculate equality between genders on a determined geographical space.<sup>326</sup> They are essential in order to “measure progress or setbacks in reaching gender equality over time in ways that may be analyzed and systematized.”<sup>327</sup>

Furthermore, the *Sendai Framework for Disaster Risk Reduction* (SFDRR) addresses gender mainstreaming in early recovery situations.<sup>328</sup> SFDRR was elaborated in response to HFA and through four major priorities for action.<sup>329</sup> First, SFDRR urges the international community and Member States to create a better understanding at all levels of disaster risk to properly orientate and elaborate more efficient policies and programs.<sup>330</sup> Second, in order to enhance the efficiency of mitigation, preparedness, response, and recovery approaches, SFDRR strengthens disaster risk governance and management at all levels.<sup>331</sup> Third, SFDRR requires further public and private investments in order to enhance communities’ resilience.<sup>332</sup> Fourth, SFDRR emphasizes the importance of disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation, and reconstruction.<sup>333</sup>

### ***Role of the International System***

UNDP aims to achieve gender equality and women’s empowerment through SDG 5 in four specific areas of intervention: economic empowerment, women’s participation in decision-making, women’s legal rights, and gender and environment.<sup>334</sup> UNDP works in partnership with other UN agencies to incorporate gender mainstreaming in early recovery assessments and long-term recovery programming includes reducing gender-based violence and women’s exposure to HIV infections, as well as enhancing women’s involvement in decision-making processes and governance.<sup>335</sup> Also, UNDP aims to eliminate rural poverty and social exclusion, the prevention of disaster risk, reduction, mitigation and recovery programs and the development of Gender Equality Seal Certification Programs

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<sup>318</sup> UNDP, *UNDP Support to the Integration of Gender Equality Across the SDGs Including Goal 5*, 2016, pp. 11-13.

<sup>319</sup> *Ibid.*

<sup>320</sup> UNDP, *Strengthening Rule of Law in Crisis-Affected and Fragile Situations*, 2015, p. 13.

<sup>321</sup> UNDP, *UNDP Support to the Implementation of Sustainable Development Goal 6* Six, 2016, p. 7.

<sup>322</sup> UNISDR et al., *Making Disaster Risk Reduction Gender-Sensitive: Policy and Practical Guidelines*, 2009, p. 10.

<sup>323</sup> UNDP, *UNDP Gender Equality Strategy 2014-2017*, 2014, p. 9.

<sup>324</sup> UNISDR et al., *Making Disaster Risk Reduction Gender-Sensitive: Policy and Practical Guidelines*, 2009, p. 34.

<sup>325</sup> *Ibid.*

<sup>326</sup> *Ibid.*

<sup>327</sup> *Ibid.*, p. 93.

<sup>328</sup> UNISDR, *Sendai Framework for Disaster Risk Reduction*.

<sup>329</sup> *Ibid.*

<sup>330</sup> *Ibid.*

<sup>331</sup> *Ibid.*

<sup>332</sup> *Ibid.*

<sup>333</sup> *Ibid.*

<sup>334</sup> UNDP, *UNDP Support to the Integration of Gender Equality Across the SDGs Including Goal 5*, 2016, pp. 11-13.

<sup>335</sup> UNDP, *UNDP Policy on Early Recovery*, 2008, p. 19.

for the public and private sectors that recognize the accomplishment of specific standards toward the promotion of gender equality and women's empowerment.<sup>336</sup> Moreover, UNDP supports legal reforms that accelerate women's equal participation and leadership in decision-making.<sup>337</sup> UNDP promotes the gender mainstreaming of natural resources and the integration of gender-responsive initiatives to water and agricultural administration.<sup>338</sup> Gender mainstreaming of natural resources requires that both genders possess equal access to land and resources, which are essential economic and sustainable assets especially for rural livelihoods.<sup>339</sup> However, gender equality in terms of land property is far from achieved as "women are estimated to own less than two per cent of land worldwide."<sup>340</sup>

Through its Eight Point Agenda on Women and Girls in Crisis, UNDP addresses multiple concerns requiring more effective gender mainstreaming in early recovery situations: women's poverty, health, violence, power and decision-making, human rights, and the specific vulnerabilities of girls.<sup>341</sup> In order to achieve UNDP's Eight Point Agenda, actors need to fully support the implementation of leading documents and guidelines for women, peace, and security are Security Council resolutions 1325 (2000) and 1889 (2009), as well as 1820 (2008), 1888 (2009), 2106 (2013) and 2122 (2013) on sexual violence in conflict zones.<sup>342</sup> These resolutions feature a number of efforts, such as the adoption of gender perspectives in legal implementation processes and the expansion of women's roles in leadership positions and aspects of conflict prevention and resolution, including peacekeeping and peace building, and leading towards the protection and promotion of women's rights.<sup>343</sup>

In 2005, IASC formed the Cluster Working Group on Early Recovery (CWGER) composed of 24 UN and non-UN global humanitarian and development partners.<sup>344</sup> The cluster approach is based on a global country-level coordination mechanism outlined to ensure effective and predictable humanitarian responses.<sup>345</sup> UNDP acts as the global cluster lead organization by setting up and running clusters covering discarded areas by other clusters.<sup>346</sup>

In Timor-Leste, civil society organizations (CSO) undertake various measures ensuring the specific needs of marginalized individuals, such as people with disabilities, in recovery initiatives and throughout inclusive policy frameworks supporting all disaster victims.<sup>347</sup> For example, CSOs supported single mothers and victims of sexual violence through a Truth and Reconciliation Commission allocating scholarships to their children and sustaining people with disabilities, widows, and victims of torture.<sup>348</sup> In the same way, the Relief and Recovery Pillar program addressed gender-specific needs by incorporating women in post-conflict disarmament, demobilization, and reintegration (DDR) programs.<sup>349</sup>

### ***Approaches to Gender Mainstreaming***

Gender mainstreaming has to be distinguished from gender balance or gender parity, as gender mainstreaming goes beyond the requirements of equal representation.<sup>350</sup> Gender mainstreaming involves a thorough analysis of men's and women's interests and experiences in processes of development.<sup>351</sup> Indeed, development programs utilize two main approaches to gender mainstreaming: Women in Development (WID) and Gender and Development (GAD).<sup>352</sup>

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<sup>336</sup> UNDP, *UNDP Support to the Integration of Gender Equality Across the SDGs Including Goal 5*, 2016, pp. 11-13.

<sup>337</sup> *Ibid.*

<sup>338</sup> *Ibid.*

<sup>339</sup> UNEP et al., *Women and Natural Resources Unlocking Peacebuilding*, 2013, pp. 14-15.

<sup>340</sup> *Ibid.*

<sup>341</sup> UNDP, *The Eight Point Agenda: Practical, positive outcomes for girls and women in crisis*.

<sup>342</sup> UNDP, *UNDP Gender Equality Strategy 2014-2017*, 2014, p. 9.

<sup>343</sup> *Ibid.*

<sup>344</sup> UN Cluster Working Group on Early Recovery, *Guidance note on Early Recovery*, 2008, p. 7.

<sup>345</sup> *Ibid.*, p. 35.

<sup>346</sup> *Ibid.*, p. 17.

<sup>347</sup> Women's International League for Peace and Freedom, *Through the Lens of Civil Society: Summary Report on the Public Submissions to the Global Study on Women, Peace and Security*, p. 31.

<sup>348</sup> *Ibid.*

<sup>349</sup> *Ibid.*

<sup>350</sup> UN Office of the Special Adviser on Gender Issues and Advancement of Women, *Gender Mainstreaming: An Overview*, 2002, p. 5.

<sup>351</sup> UNIDO, *Guide on Gender Mainstreaming Training Capacity-Building Projects*, 2015, p. 4.

<sup>352</sup> UNDP, *Gender Mainstreaming Training Manual*, 2007, p. 6.

The WID strategy addresses women’s integration into existing development processes and their practical needs.<sup>353</sup> The concept of practical needs refers to the fulfillment of day-to-day basic needs required to ensure women’s survival.<sup>354</sup> GAD analyzes gender relations in order to achieve gender-sensitive and sustainable development by ensuring women’s participation in decision-making processes and addressing women’s strategic needs.<sup>355</sup> Strategic needs aim to ensure gender equality and empower women.<sup>356</sup> They are addressed through programs challenging existing gender roles and relationships.<sup>357</sup>

### ***Early Recovery Situations***

The Global Cluster for Early Recovery identifies five steps that need to be undertaken to ensure gender equality in early recovery situations.<sup>358</sup> First, promoting gender equality in early recovery situations requires precise consideration of women’s and men’s equal participation in all steps of program design, implementation, and monitoring.<sup>359</sup> Second, programs need to take in account women’s, girls’, men’s and boys’ specific needs and to ensure that both women and men benefit equally from programs including “social protection, cash for work, and sustainable livelihoods.”<sup>360</sup> Third, actors need to make sure that specific actions target women and men based on a gender analysis.<sup>361</sup> Fourth, the impact of crises on women and men needs to be analyzed by including women’s and men’s capacities and a gender-sensitive approach on the division of labor.<sup>362</sup> Fifth, programs should pay specific attention that vocational training and informal educational programs address both gender’s needs and are equally accessible to women, men, girls, and boys.<sup>363</sup> The Global Cluster’s mission in accomplishing early recovery programming and ensuring that women and men receive equal outcomes from the assistance provided requires a gender-sensitive approach.<sup>364</sup> Also, gender equality programming needs to be tracked, monitored, and reinforced based on the United Nations Treaty Collection (UNTC) Performance Indicators for Gender Equality.<sup>365</sup> As gender inequalities represent a critical barrier to recovery and development, gender mainstreaming in early recovery situations addresses structural inequalities between women and men.<sup>366</sup> Consequently, decision-making processes in early recovery situations require the inclusion of gender perspectives.<sup>367</sup> Failing to undertake these measures can reinforce existing socioeconomic disparities between women and men and have long-lasting impacts on women.<sup>368</sup> Due to this, addressing gender inequalities is a high-priority for early recovery field-based clusters.<sup>369</sup>

### ***Disaster Management***

Disasters culminate from the combination of unpredictable natural crises and a population’s vulnerabilities to “physical exposure, socioeconomic vulnerability, and limited capacity to reduce vulnerability and disaster risk.”<sup>370</sup> Poverty, social class, age group, ethnicity, and gender relations can be aggravating or alleviating factors in disasters situations caused by natural hazards.<sup>371</sup> Women and men share different roles and responsibilities in their societal and familial cells, creating different identities, social responsibilities, attitudes and expectations, and predefined gender relations.<sup>372</sup> These differences lead to gender inequalities in socioeconomic development, disaster situations,

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<sup>353</sup> Ibid.

<sup>354</sup> Ibid.

<sup>355</sup> Ibid.

<sup>356</sup> Ibid.

<sup>357</sup> Ibid.

<sup>358</sup> Global Cluster for Early Recovery, *Guidance Note on Inter-Cluster Early Recovery*, 2016, p. 51.

<sup>359</sup> Ibid.

<sup>360</sup> Ibid.

<sup>361</sup> Ibid.

<sup>362</sup> Ibid.

<sup>363</sup> Ibid.

<sup>364</sup> Global Cluster for Early Recovery, *Strategic Plan for Early Recovery (2015-2017)*, 2015, p. 13.

<sup>365</sup> Ibid.

<sup>366</sup> Ibid.

<sup>367</sup> Ibid.

<sup>368</sup> Global Cluster for Early Recovery, *Guidance Note on Inter-Cluster Early Recovery*, 2016, p. 50.

<sup>369</sup> UNDP, *UNDP and Early Recovery*, 2012, p. 2.

<sup>370</sup> UNISDR et al., *Making Disaster Risk Reduction Gender-Sensitive: Policy and Practical Guidelines*, 2009, p. 24.

<sup>371</sup> Ibid.

<sup>372</sup> UNISDR et al., *Making Disaster Risk Reduction Gender-Sensitive: Policy and Practical Guidelines*, 2009, p. 24.

and in responding capacities to reduce risks to disasters.<sup>373</sup> In fact, “women and children are 14 times more likely than men to die during a disaster.”<sup>374</sup> For example, “women accounted for 61 percent of fatalities caused by Cyclone Naris in Myanmar in 2008, 70 to 80 percent in the 2004 Indian Ocean tsunami, and 91 percent in the 1991 cyclone in Bangladesh.”<sup>375</sup> These numbers are due to each gender’s distinct capacity to cope with disaster situations that are rooted in the geographic, social, and economic disproportions between women and men.<sup>376</sup> Indeed, women have overall lesser education than men, making the access to information and early disaster warnings harder.<sup>377</sup>

Further, women are more likely to live and work intimately with natural resources that expose them to greater risks from natural hazards.<sup>378</sup> Disaster risk reduction (DRR) approaches need to adopt gender-sensitive responses during all its stages. Since 2015, HFA has developed early warning systems (EWS) in 32 countries.<sup>379</sup> EWS forewarns at-risk communities through technical warning facilities.<sup>380</sup> This approach allows at-risk populations to take preventive and preparatory measures in order protect livelihoods and minimize the potential impact of disasters.<sup>381</sup> In southeast Madagascar, 12 early recovery plans have been implemented in collaboration with the Capacity for Disaster Reduction Initiative (CADRI) since 2014.<sup>382</sup> However, insufficient progress has been made on gender equality in DRR situations.<sup>383</sup> Current institutions are inefficient as gender equality and poverty reduction development strategies cannot address the increasing populations’ exposure and vulnerabilities due to climate change.<sup>384</sup> Thus, a significant gap between DRR strategies and Climate Change Adaptation (CCA) capacities remains unfilled by the HFA.<sup>385</sup> Also, significant national and international resources are still not invested in DRR responses but destined to immediate climate change and disaster effects mitigation.<sup>386</sup> Indeed, investment resources in public goods and services are limited in low-income and developing countries, requiring an improvement of risk management and governance practices in order to enhance CCA capacities.<sup>387</sup>

UNDP highlights the importance of collecting sex-disaggregated data regarding power relations, socioeconomic status and education, and access to resources in order to demonstrate women’s and men’s social participation.<sup>388</sup> Moreover, indicators should use ways of analysis that reveal changes in relations of power between and amongst genders, during and after the ongoing period of a program.<sup>389</sup> In 2008, UNDP worked in partnership with the national Crisis Management Centre (CMC) in Macedonia to the development of a geographic information software that collects sex-disaggregated data in settings of disaster situations.<sup>390</sup> This software was utilized to create programs such as the National Platform on Disaster Risk Reduction (NPDRR) that establishes “working structures for gender issues in case of disasters and accidents.”<sup>391</sup> Also, the Macedonian Red Cross uploaded the software in order to offer gender-sensitive training dedicated to the protection of women.<sup>392</sup>

### *Crisis and Conflict*

Women and girls are impacted disproportionately by conflicts as they are more likely to experience sexual violence, political disenfranchisement, physical insecurity, and economic inequality.<sup>393</sup> Inequalities between women and men

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<sup>373</sup> Ibid.

<sup>374</sup> UNDP, *Gender and disaster risk reduction*, 2013, p. 2.

<sup>375</sup> Ibid., p. 3.

<sup>376</sup> Ibid., pp. 3-4.

<sup>377</sup> Ibid., p. 4.

<sup>378</sup> Ibid., p. 4.

<sup>379</sup> UNDP, *UNDP and the Hyogo Framework for Action*, p. 8.

<sup>380</sup> Ibid.

<sup>381</sup> Ibid.

<sup>382</sup> Ibid., p. 13.

<sup>383</sup> Ibid., p. 21.

<sup>384</sup> Ibid.

<sup>385</sup> Ibid.

<sup>386</sup> Ibid.

<sup>387</sup> Ibid.

<sup>388</sup> UNISDR et al., *Making Disaster Risk Reduction Gender-Sensitive: Policy and Practical Guidelines*, 2009, p. 98.

<sup>389</sup> Ibid., pp. 98, 107-121.

<sup>390</sup> UNDP, *Gender and disaster risk reduction*, 2013, p. 4.

<sup>391</sup> Ibid.

<sup>392</sup> Ibid.

<sup>393</sup> UNDP, *Preventing Crisis, Enabling Recovery*, 2014, p. 5; UNDP, *UNDP Gender Equality Strategy 2014-2017*, 2014, p. 9.

undermine sustainable development and durable peace.<sup>394</sup> Women's differences within their economic, political, and social affiliation intensify during situations of disaster, climate-related or political crises.<sup>395</sup> Women are generally marginalized in decision-making processes concerning peacemaking and recovery efforts as their limited access to justice makes the implementation of post-crisis legal frameworks hardly accessible.<sup>396</sup> In crisis and post-conflict situations, traditional patriarchal norms and social barriers can be broken down, enabling a more equitable reconstruction of society, protecting women's rights, and encouraging the institutionalization of gender equality and women's empowerment.<sup>397</sup> Working towards inclusive and effective democratic governance represents an opportunity for strengthening women's access to justice, fulfilling and empowering their legal rights, and ensuring gender-oriented service access and delivery.<sup>398</sup> Building women's resilience and reducing their vulnerabilities is essential during and after conflicts.<sup>399</sup> During early recovery situations, UNDP facilitates access to justice, legal assistance and development, and law enforcement.<sup>400</sup> UNDP strengthens women's access to justice by arising public awareness, empowering legal professionals, CSOs' paralegals, and law and judiciary enforcers, in order to enhance impunity and counter violations perpetrated against women.<sup>401</sup> Despite recent progress, women's participation in peacebuilding, peacemaking, and recovery remains insufficient to achieve gender equality, especially in early recovery situations.<sup>402</sup>

### **Conclusion**

Although measurable progress has been made towards gender equality, further action needs to be taken, especially through more effective inter-agency cooperation, reinvented funding, and long-term commitments towards women's empowerment in early recovery situations.<sup>403</sup> In the upcoming years, further partnerships between UNDP and other UN organizations are required to bring a stronger women's empowerment approach to development actions in humanitarian settings and early recovery situations.<sup>404</sup> In order to achieve significant progress with regard to the fulfillment of the SDGs, UNDP seeks further partnerships and supplementary efforts advocating for new and sustained funding models are required.<sup>405</sup> Most importantly, Member States need to acknowledge that changing gender norms and stereotypes takes considerable time and require longer-term, multisector interventions with predictable and specific financing.<sup>406</sup>

### **Further Research**

Delegates should consider further research on DRR at the local level as increased gender-sensitive and socially inclusive investments to reduce systematic risk are required for effective DRR responses.<sup>407</sup> Also, as climate change increases populations' exposure to disasters caused by natural hazards, delegates should take into consideration measures that enhance CCA's capacities during early recovery situations in order to ensure, not only sustainable socioeconomic development, but also gender-sensitive approaches.<sup>408</sup>

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<sup>394</sup> Ibid.

<sup>395</sup> Ibid.

<sup>396</sup> UN Cluster Working Group on Early Recovery, *Guidance note on Early Recovery*, 2008, p. 33.

<sup>397</sup> UNDP, *UNDP Gender Equality Strategy 2014-2017*, 2014, p. 16.

<sup>398</sup> Executive Board of the UNDP, the UNFPA and the UNOPS, *Annual report of the Administrator on the implementation of the gender equality strategy in 2015 (DP/2016/11)*, 2016, p. 15.

<sup>399</sup> Ibid.

<sup>400</sup> UNDP, *UNDP Policy on Early Recovery*, 2008, p. 13.

<sup>401</sup> Ibid.

<sup>402</sup> UN Security Council, *Report of the Secretary-General on women and peace and security*, 2014, p. 10.

<sup>403</sup> UNDP, *UNDP Strategic Plan 2014-2017*, p. 10.

<sup>404</sup> Executive Board of the UNDP, the UNFPA and the UNOPS, *Annual report of the Administrator on the implementation of the gender equality strategy in 2015 (DP/2016/11)*, 2016, p. 15.

<sup>405</sup> Ibid.

<sup>406</sup> Ibid.

<sup>407</sup> UNDP, *UNDP and the Hyogo Framework for Action*, p. 21.

<sup>408</sup> Ibid.

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*This report explores the actions and results of UNDP's improved policy and planning for gender equality. It provides insight into gender equality results and information on the Gender Equality Seal (GES) certification initiative, which is an approach used for certifying private sector entities that develop gender-sensitive policies. This report provides delegates concrete guidance for the implementation of legal frameworks and gender mainstreaming policies.*

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services. (2016). *Annual report of the Administrator on the implementation of the gender equality strategy in 2015 (DP/2016/11)* [Decision]. Retrieved 18 July 2016 from: <http://undocs.org/DP/2016/11>

*This report summarizes UNDP's achievements towards implementing the Gender Equality Strategy 2014-2017. The report demonstrates the lack of funding in humanitarian responses, and urges for an improved gender analysis and programming phase. Furthermore, the report identifies the issues and the challenges that shall be addressed in the upcoming years. This is a pertinent resource for identifying pathways of action during the conference.*

United Nations, Commission on the Status of Women. (2015). *Review and appraisal of the implementation of the Beijing Declaration and Platform for Action and the outcomes of the twenty-third special session of General Assembly (E/CN.6/2015/3)* [Report]. Retrieved 18 July 2016 from: <http://undocs.org/E/CN.6/2015/3>

*This review examines the outcomes of the implementation of the Beijing Declaration and Platform for Action. It details the achievement of gender equality and the empowerment of women following 20 years of action. It contains the progress that has been made but also the multiple challenges that have to be addressed and that may lead the delegates to a series of potential of solutions that can be addressed.*

United Nations Development Programme. (n.d.). *UNDP Strategic Plan 2014-2017*. Retrieved 11 August 2016 from: [http://www.undp.org/content/dam/undp/library/corporate/UNDP\\_strategic-plan\\_14-17\\_v9\\_web.pdf?download](http://www.undp.org/content/dam/undp/library/corporate/UNDP_strategic-plan_14-17_v9_web.pdf?download)

*UNDP's Strategic Plan 2014-2017 focuses on the development's network strengths and challenges. The report redesigns UNDP's areas of work identified for 2014-2017's period. It highlights the importance of rethinking development's approach in accordance with the SDGs. This reference provides delegates a general overview of UNDP's global approach as understanding the committee's mission and intervention will help them to undertake concrete actions.*

United Nations Development Programme. (2007). *Gender Mainstreaming Training Manual*. Retrieved 21 September from:

[http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Sustainable%20Energy/Gender\\_Mainstreaming\\_Training\\_Manual\\_2007.pdf](http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Sustainable%20Energy/Gender_Mainstreaming_Training_Manual_2007.pdf)

*This module briefly reviews the relevance of gender issues to the environment and energy practice areas. It highlights the importance of gender-sensitive strategies to environment and their effectiveness throughout the analysis of case-studies. Even though it is not directly related to the main topic, this resource is valuable as it covers two important subtopics and deepens delegates' understanding of the topic's broader connections and context.*

United Nations Development Programme. (2010). *Preventing Crisis, Enabling Recovery: 2010 Annual Report*. Retrieved 18 July 2016 from: <http://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/preventing-crisis-enabling-recovery-2010-annual-report.html>

*The 2010 annual report of the Bureau for Crisis Prevention and Recovery addresses the main achievements accomplished throughout the year in early recovery situations and in gender equality in crisis prevention and recovery. The report is key to fully understanding early recovery*

*mechanisms and its concrete implementation. This resource can be useful for delegates to concretely analyze the implementation process of early recovery.*

United Nations Development Programme. (2014). *UNDP Gender Equality Strategy 2014-2017* [Report]. Retrieved 7 August 2016 from: <http://www.undp.org/content/dam/undp/library/gender/GenderEqualityStrategy2014-17.pdf?download>

*This report focuses on UNDP's involvement towards achieving gender equality. It provides entry points throughout six outcomes for the strategic plan and detailed guidance for UNDP business units on how to mainstream gender perspectives as they operationalize all aspects of UNDP's Strategic Plan 2014-2017. Delegates should consider this source in order to understand UNDP's engagements and objectives in achieving gender equality.*

United Nations Development Programme. (2016). *UNDP Support to the Integration of Gender Equality Across the SDGs Including Goal 5* [Report]. Retrieved 21 September 2016 from:

[http://www.undp.org/content/dam/undp/library/SDGs/5\\_Gender\\_Equality\\_digital.pdf?download](http://www.undp.org/content/dam/undp/library/SDGs/5_Gender_Equality_digital.pdf?download)

*This report contains important information on UNDP's approach to implementing SDG 5. It clearly states UNDP's engagement in women's economic empowerment, participation in decision-making, legal rights, and the corollary of gender and environment. Delegates need to familiarize themselves with this resource in order to acknowledge how to properly address the achievement of SDG 5 throughout UNDP's interventions and strategies.*

United Nations, Cluster Working Group on Early Recovery. (2008). *Guidance note on Early Recovery* [Report]. Retrieved 18 July 2016 from:

<http://www.undp.org/content/dam/undp/library/crisis%20prevention/CWGER%20Guidance%20Note.pdf?download>

*The IASC introduces the concept of early recovery through two key chapters: understanding and implementing early recovery. The report displays the core implications of early recovery's concept and scope. It is a highly recommended starting point for delegates in order to properly understand the topic's extent and importance and identifying concrete.*

United Nations, Security Council. (2014). *Report of the Secretary-General on women and peace and security (S/2014/693)*. Retrieved 17 July 2016 from: <http://undocs.org/S/2014/693>

*The Secretary-General's report highlights the importance of women's participation in peace processes, post-conflict elections, and representation in non-elected bodies. The report urges a gender-responsive implementation of protection mandates and gender-responsive peace building and recovery initiatives. It acknowledges the need of a vision shifting of women's role. Delegates can use this resource to guide their research on women's role in peacekeeping and rebuilding.*

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Global Cluster for Early Recovery. (2015). *Strategic Plan for Early Recovery (2015-2017)*. Retrieved 10 August 2016 from:

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