Documentation of the Work of the United Nations Industrial Development Organization (UNIDO) NMUN Simulation*

Conference A

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United Nations Industrial Development Organization (UNIDO)

Committee Staff

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Agenda

I. Accelerating Industrial Development in Africa
II. Promoting Sustainable Rural Entrepreneurship and Businesses
III. Achieving Resource Efficient and Cleaner Production

Resolutions adopted by the Committee

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Summary Report

UNIDO held its annual session to consider the following agenda items:

I. Accelerating Industrial Development in Africa
II. Promoting Sustainable Rural Entrepreneurship and Businesses
III. Achieving Resource Efficient and Cleaner Production

The session was attended by representatives of 24 Member States.

On Sunday, the committee adopted the agenda of II, I, III, beginning discussion on the topic of “Promoting Sustainable Rural Entrepreneurship and Businesses”. By Tuesday, the Dais received a total of four proposals covering a variety of sub-topics including women empowerment, sustainable growth in rural businesses, and youth employment. The delegates worked hard to get every delegation’s ideas included in the work of the body.

By Wednesday, four draft resolutions were approved by the Dais, two of which had two friendly amendments each. The committee adopted four resolutions following the voting procedure. For one resolution, an annex was created following a successful motion for division of the question. The resolutions included topics such as building networks for knowledge-sharing and mentoring, infrastructure for broadband internet, marketing education, and capacity building for indigenous in rural areas. The body worked hard to put all ideas into practice and find actionable solutions. The members of the body worked diplomatically through the whole conference.
The United Nations Industrial Development Organization,

Reaffirming its commitment to the role of the 2030 Agenda for Sustainable Development as established by General Assembly resolution 70/1 “Transforming our world: The 2030 Agenda for Sustainable Development” (2015), especially Sustainable Development Goals (SDGs) 1, 2, 5, 8 and 9 in ending poverty, zero hunger, gender equality, decent work and economic growth and industry, innovation, and infrastructure,

Recalling the Lima Declaration: Towards Inclusive and Sustainable Industrial Development (2013) which identifies poverty eradication through three dimensions of sustainable development,

Realizing the need for innovative-driven rural entrepreneurship and businesses to improve the rural areas through equal access to productive resources as well as to gain employment and education,

Noting with concern that, according to The World Bank, around 689 million people live in extreme poverty and an additional 88 million to 115 million people could fall to extreme poverty due to the ongoing Coronavirus (COVID-19) pandemic,

Fully aware of the report produced by UNIDO Responding to the Crisis - Building a Better Future (2020) which outlines the COVID-19 Industrial Recovery Programme (CIRP) and focuses on the effect of COVID-19 on sustainable industrialization to encourage more rural entrepreneurship in post COVID-19 recovery phase,

Acknowledging the Computer Model for Feasibility Analysis and Reporting (COMFAR) software which creates a tool for evaluating new entrepreneurs’ commercial viability,

Recognizing the role that UNIDO plays in facilitating the vision of equality between men and women, their promotion of economic empowerment and leadership development for women,

Acknowledging the importance of the Entrepreneurship Curriculum Programme (ECP) which supports entrepreneurial culture and skills development as well as strengthening youth’s learning and technical capabilities,

1. Requests the creation of a data bank by involving the Office of Evaluation and Internal Oversight (ODG) to collect specific data to measure the success and efficiency of each program designed to:
   a. Advance opportunity for rural areas by utilizing the new databank, which will allow for further improvement to be made on newly established mechanisms for promoting sustainable business practices in rural areas by;
   b. Use simple Information Systems adapted to each country’s capacity and providing simple and effective data tools with experts who understand and analyze the data collected over a 5-year period funded through the ODG and its partners;

2. Encourages the extension of the 3ADI+ so that all Member States may fully benefit from the outcomes of this framework by:
   a. Developing the 3ADI+ in other countries in specific sectors in need by improving the 3ADI+ using data collection to evaluate and implement the most efficient actions for
each Member States;

b. Finding new funding from the private and public sector to enhance the capacity and the quality of their actions over a period of 5 years;

3. **Entrusts** Member States to further support the International Fund for Agricultural Development (IFAD). Specifically, the Twelfth Replenishment of IFAD’s Resources (IFAD12), to support investments in the most marginalized people by:

   a. Determining the size of investments in 2022-2024 to continue recovery in a post COVID-19 world;

   b. Increasing resilience and to protect development progress already made;

   c. Taking the COVID-19 pandemic as an opportunity to rethink the economy in a more sustainable way especially for the most vulnerable areas;

   d. Providing accelerated regrowth of Africa’s agriculture section through increased productivity and the creation of agriculture jobs, incorporated through increased development of high yield crops creating a boost in irrigation;

4. ** Recommends** the implementation of a framework through UNIDO’s partners, both public and private, with sustainable development at the core of this infrastructure building, designed to further the development of entrepreneurship in rural areas on a national scale through the tenants of:

   a. Broadband internet funded through International Telecommunication Union (ITU) and private-national partnerships brokered with the assistance of UNIDO and the ITU, designed to create increased access to a larger regional and global market for entrepreneurs and the ability to easier facilitate connections which should feature:

      i. Minimum of 20mbps down and 5mbps up, in order to allow for reliable and effective internet connections for all regions of development;

      ii. Affordability of said internet based on the aggregate average cost of necessary utilities in selected regions for development over a regionally determined time period, facilitated through the UNIDO and ITU;

   b. Regional Hubs, to provide centralized resources and connections to facilitate new entrepreneurial growth that feature, access to advanced technologies for agribusiness and other business to implement within regional and national markets, with development spaces for business and agribusiness, featuring in-house, local mentors with experience in advanced agricultural techniques for regions that require it;

5. **Emphasizes** the need for accessible connections created through UNIDO, designed to facilitate the travel and access between rural communities and more isolated regions to increase global connectivity, specifically focused on:

   a. Providing transportation that is safe, efficient, and reliable, and building infrastructure to facilitate the transportation such as; airways, highways, railways, including any other methods of transportation;

   b. Equipping the transportation infrastructure to provide the technology and equipment to these rural communities so they may utilize these tools to foster capacity building and economic growth through a determined time period within the private-national
partnerships facilitated through UNIDO;

6. **Further requests** Member States to create infrastructures to be utilized for women and their self-empowerment through education with the support of the Entrepreneurship Curriculum Programme by:

   a. Creating a safe and educational space for Women through public-private partnerships such as Regional Universities and local elementary and secondary school;

   b. Providing the necessary learning materials through public-private partnerships such as textbook, pencils, and notebooks and using the expertise of International, National and Regional University and professional speakers;

7. **Recommends** implementation by the International Fund for Agricultural Development (IFAD) of mentoring, training, workshops, and creative work environments for women and the youth to develop their skills and capabilities in infrastructure which are designed to:

   a. Aid LDCs economies which consequently enhances other Member States global economies thus increasing macroeconomic growth by encouraging and creating agribusiness opportunities used to curve the growth of poverty long term in LDCs;

   b. Identify young men and women who have probable entrepreneurship skills in the agro-industrial sector, which develops youths to create new business opportunities in the field of infrastructure for youths and women, fosters the progression of rural women in the workforce by designing the framework to more usefully impact LDCs, through the Alliance to End Hunger non-profit organization and their support of entrepreneurship and youth development, and implements this over a 5-10 year period to develop youths and women;

8. **Recommends** the establishment of a network through the ITU and UNIDO which connects local banks and rural entrepreneurs to give rural entrepreneurs access to financing systems utilizing COMFAR by 2030, which tackles the equality imbalance between rural and urban funding by connecting these rural entrepreneurs and banks to provide opportunities to start new agribusinesses, grow current agribusiness, which reduces poverty in rural areas by facilitating job growth;

9. **Emphasizes** the importance of establishing innovation-driven food security systems in and infrastructure for all Member States in collaboration with the FAO to fully realize SDG 2 by:

   a. Encouraging Member States to implement policies and incentives which encourage investment in smallholders that will facilitate profit and economic growth in rural communities, to promote internal food supply value-chains to promote national trade;

   b. Recommending implementing these systems over a period determined by Member States with funding coming from FAO and UNIDO with their public or private partners.
The United Nations Industrial Development Organization,

Recognizing the importance of Sustainable Development Goal (SDG) 5 (gender equality), as part of the 2030 Agenda for Sustainable Development adopted by the General Assembly 70/1 “Transforming our world: the 2030 Agenda for Sustainable Development” (2015), promoting entrepreneurship and business,

Emphasizes the importance of expanding educational opportunities such as the Entrepreneurship Curriculum Programme (ECP),

Acknowledging the Director General’s report GC.17/7 UNIDO Gender Equality and Empowerment, which calls for gender equality and the empowerment of women,

Deeply convinced that, as stated in the Lima Declaration and Plan of Action on Industrial Development and Co-operation (1975) and the Lima Declaration: Towards Inclusive and Sustainable Industrial Development (2013) from UNIDO, quality education is key for youth and women empowerment and contributes to SDG 4 (quality education),

Recognizing the work of the United Nations Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD),

Stresses the importance of building upon global partnerships and multilateral cooperation through networking events,

1. Urges Member States to further emphasize the importance of empowering youth, women, and other minorities through a practical formation in cooperation with ongoing projects from IFAD and UNIDO according to the following clauses;

2. Endorses an expansion of the Entrepreneurship Curriculum Program (ECP) by:
   a. Making a curriculum-based approach to further entrepreneurship available to all Member States through UNIDO;
   b. Emphasizing the importance of having a literate population;
   c. Expanding the ECP further by focusing on furthering outreach to rural areas with an emphasis on educating minority groups and equipping them with the tools to succeed;

3. Calls for the creation of a network, Rural Entrepreneurship Information Network (REIN), through UNIDO to facilitate mentorship and communication in rural areas between Member States, international organizations, well established sustainable agri-business, and already existing education programs through:
   a. Friendly discussions based on cooperation and focused on Resource Efficient and Cleaner Production (RECP), women empowerment, youth inclusion, business techniques and resources and marginalized populations;
   b. Network opportunities for women entrepreneurs in rural areas in order to share knowledge and advice;
c. Evidence-based approaches focused on South-South triangular cooperation in order to provide mentorship and share innovative ideas;

d. Recommendations to Member States to incorporate educational guidelines gathered from the network onto a domestic level for the betterment of rural development in such ways but not limited to:
   i. Promoting gender equality by ensuring that women are given equal opportunities;
   ii. Education on entrepreneurship and technology by enhancing communication infrastructure;

4. **Encourages** the implementation of initiatives through REIN network in order to facilitate the access to compulsory education through universities, post-secondary institutions and independent programs by collaborating through a holistic approach in order to:
   a. Accelerate the development of quality education programs in line with SDG 4;
   b. Include women and ensure access to decent work and economic growth, in line with the Sustainable Development Goals;
   c. Invite Member States to look into the creation of post-secondary scholarships for women and young people in order to facilitate education of entrepreneurship, specifically in rural areas by partnering with organizations such as but not limited to the IFAD;
   d. Improve cooperation with successful educational frameworks such as the International Baccalaureate® IB program, which has been implemented in 150 States and more than 5000 schools;
   e. Promote international education programs such as but not limited to learning opportunities on global perspective;

5. **Requests** Member States to support as well as encourage the formation of agriculture-based rural business in such ways as partnership with the Food and Agriculture Organization (FAO) but not limited to:
   a. Transferring new farming technologies by promoting the sharing of best-practice approaches through international cooperation agreements such as belt and road and south-south initiatives and the Consultative Group on International Agricultural Research;
   b. Creating networks between producers and processors by providing trade-related technical assistance in the area of policy and value chain development with the help of:
      i. Enhanced Integrated Framework (EIF);
      ii. International Trade Centre (ITC);
      iii. South-South triangular cooperation, sending agricultural experts to areas with inefficient production in order to share best practices;

6. **Suggests** Member States expand upon global partnerships for cooperation and sharing evidence-based approaches through ways such as, but not limited to:
a. Furthering South-South cooperation by sharing of experience and building partnerships under various Agriculture Development Programs;

b. Revisiting the Belt and Road Initiative Forum for Rural Development and preparing a summit to promote rural growth for all Member States;

c. Drawing attention to the fact that the Belt and Road participants heavily rely upon agriculture and expanding partnership building and agreements.
The United Nations Industrial Development Organization,

Reaffirms our commitment to the UN Sustainable Development Goals (SDGs) as set out through General Assembly resolution 70/1 “Transforming our world: the 2030 Agenda for Sustainable Development” (2015) and especially SDGs 1 (no poverty), 4 (quality education), 9 (industry, innovation, and infrastructure), and 10 (reduced inequalities) as the main goals of this resolution,

Is deeply concerned that many rural youth face barriers to starting businesses due to a lack of educational access according UNIDO’s report Fostering Entrepreneurial Youth (2016),

Recalls the International Telecommunications Union (ITU) 2018 report Measuring the Information Society stating that roughly half of the world is offline, the majority of which reside in rural areas, due to the absence of IT infrastructure,

Is alarmed by the extreme influences of the COVID-19 pandemic especially on rural businesses through disruptions in supply chains and drops in commodity demand as elaborated in UNIDO’s Policy Response to COVID-19 - Supporting African industry through the pandemic report and for Less Economically Developed Countries (LEDCs) in particular,

Acknowledging that small scale initiatives in marginalized communities which can improve access to market chains,

Noting that 70 percent of the agricultural labor force consists of women as stated by the UNIDO report Rural Transformation (2013) which exemplifies the importance of gender mainstreaming in rural entrepreneurship,

Celebrating the successes of partnerships with organizations such as the Food and Agricultural Organization (FAO) which pilot new ideas and innovations that develop capacity building measures and promote sustainable and economic growth,

1. Endorses partnerships between UNIDO and the necessary development banks and/or funds for the purpose of invigorating financial investment into Small and Medium Enterprises (SMEs) in rural areas globally and supports, especially in LEDCs, the expansion of financial literacy through financial education;

2. Approves the expansion of UNIDO’s education programs into greater diverse initiatives in order to enlarge regional success and ensure rural areas will access these resources and:

   a. The expansion of the UNIDO’s Opportunities for Youth which provides vocational and entrepreneurial skills into other regions through more remote learning courses, and;

   b. The expansion of the Entrepreneurship Curriculum Programme (ECP) to increase rural business opportunities and education;

3. Suggests that UNIDO collaborates with Member States through Programme for Country Partnerships (PCPs) in expanding internet access to rural communities to improve rural inclusion within the global digital economy including in, both, LEDCs and MEDCs by:

   a. Expanding infrastructure to rural areas for the availability of cell towers and powerlines;
b. Strengthening connectivity through construction of broadband towers in rural communities to yield high-speed internet access;

4. **Emphasizes** UNIDO’s cooperation with the United Nations Office for Project Services (UNOPS) in their purpose of executing the PCPs in order to develop critical infrastructure in rural areas:
   
a. To enable LEDCs to build up resilient transportation infrastructure in rural areas as a basis for further development;
   
b. By recommending the expansion of renewable energy infrastructure for sustainable energy supply in rural areas;

5. **Advises** Member States work with UNIDO to help already existing small scale, cultural groups in marketing education through existing programs to enable more participation of these communities in business plans for the opportunity of networking;

6. **Recommends** Member States implement policies as referenced by the International Labour Organization (ILO) 2018 report *Advancing Cooperation Among Women Workers in the Informal Economy* which promotes the inclusion of worker cooperatives in rural areas to provide improved working conditions, better pay, and greater inclusion for women;

7. **Encourages** Member States’ participation with international partnerships, including but not limited to the FAO, in collaboration with regional institutions, in order to enable aid for transitional and developing economies, collaborations are aimed to benefit agri-business and rural entrepreneurship development to:
   
a. Expand global development programs such as the Accelerator for Agriculture and Agroindustry Development and Innovation (3ADI+) which aid in agroindustry development;
   
a. Enable the achievement of the SDGs promoting economic, social, and environmental sustainability by providing technical assistance, financial aid, and organizational innovation in rural areas.

**Annex**

1. **Calls for** the revision of the COVID-19 Industrial Recovery Programme (CIRP) for the purpose of, but not limited to, improving incorporation of rural needs into the program by:
   
a. Expanding funding initiatives to lessen the funding problem of CIRP by fostering partnerships between UNIDO and development banks and/or funds;
   
b. Advising communities how to better rebuild their economies to be more resilient to economic shocks such as pandemics;
   
c. Expanding the fourth stage of the CIRP, developing a national industrial recovery plan, to ensure rural support and limitation of urban bias.
The United Nations Industrial Development Organization,

Recalling the Lima Declaration: Towards Inclusive and Sustainable Industrial Development (2013) outlining the mandate of UNIDO as well as the focus on rural entrepreneurship,

Further reaffirming General Assembly Resolution 70/1 “Transforming our world: the 2030 Agenda for Sustainable Development” (2015) and General Assembly Resolution 69/313 ”Addis Ababa Action Agenda of the Third International Conference on Financing for Development” (2015) that emphasizes the importance of financing for sustainable development as guiding principles for UNIDO’s work,

Reaffirming the commitment of UNIDO to achieve the Sustainable Development Goals (SDGs) set out in the 2030 Agenda for Sustainable Development, especially SDG 1.4, 2, 5, 8.3, 8.5 and 9.5 within its mandate,

Highlighting the Addis Ababa Action Agenda’s focus on the need to enhance infrastructure to close economic and social growth gaps, yet, as found by the 2020 UN International Telecommunication Union report, nearly 40% of rural households globally lack access to internet, 17% of the rural population in the least developed countries (LDCs) have no access to mobile networks, and 19% only have access to 2G networks, while about 72% of urban households have internet access,

Viewing with appreciation UNIDO’s partnership with private sector Information Communication Technology (ICT) partners to extend the reach of education in rural areas,

Affirming the United Nation’s 12th Replenishment of the International Fund For Agricultural Development (IFAD12) as a crucial procedure for rural development,

Noting with concern, in reference to SDG 5, the fact that while women have become the main agricultural workers in many developing countries, compared with men, they operate smaller farms, keep less livestock, are more likely to be seasonal workers, and according to the Food and Agriculture Organization’s (FAO) report on The State of Food and Agriculture (2011), women yield, on average, 20-30% less than men in agriculture,

Determined to provide women with adequate training and opportunities in agribusiness following UNIDO’s Gender Equality and the Empowerment of Women (2015) policies,

Guided by the UN Women’s Global Coalition for Young Women Entrepreneurs, which has a mission of sharing experiences and recommendations for promoting innovation, skills, and young women’s entrepreneurship,

Keeping in mind the development and investment in sustainable infrastructure as instrumental to achieving SDG 9 (industry, innovation, and infrastructure),

Recognizing the efforts of various organizations addressing food scarcity and collaboration with both international partnerships and national/regional institutions between states, including The Food and Nutrition Security Impact, Resilience, Sustainability and Transformation (FIRST) program, a collaboration between the European Union (EU) and the FAO,
Commending various funding projects that have aided in the financial detriment of the COVID-19 pandemic, including the COVID-19 Industrial Recovery Plan (CIRP), European Social Fund, the European Regional Development Fund, African Trade Fund, and the Cohesion Fund,

1. **Calls upon** Member States to renew their commitment to the 2030 Agenda for Sustainable Development, including setting personalized goals for individual Member State’s achievement of the SDGs;

2. **Supports** increased investment in LDCs and rural areas to increase internet access with the following implementations through utilizing existing Investment and Technology Promotion Offices to promote and focus on directing foreign direct investment (FDI) into network creation and growth together with the United Nations Development Programme (UNDP) and the UN Special Agency for Information and Communication existing projects for increasing broadband access:
   a. Utilizing UNIDO PCPs to focus funding on increasing broadband infrastructure as appropriate for each Member State, as well as focusing on regional plans for efficient broadband growth;
   b. Increasing focus on evaluations of technology and internet-based interventions among farmers through randomized-controlled trials (RCTs) conducted by the UNIDO Independent Evaluation Division, especially with smartphone and internet usage among farmers, comparing profit growth among smartphone usage with training to smartphone usage without training to profit growth without smartphone usage;

3. **Encourages** Member States to participate in various collaborative practices, such as regional partnerships among LDCs, that promote both capacity building measures across the rural demographic to give a platform for the indigenous individuals to pursue their initiative, a major hurdle the rural demographic has is their profound lack of resources, this eliminates that major hurdle and promotes their ideas and productivity by:
   a. Increasing UNIDO’s funding to execute and finance these initiatives and call upon Member States to support financially;
   b. Utilizing UNIDO’s Investment Learning Centre and Investment Technology Promotion Office to identify effective practices for knowledge-sharing among rural populations;
   c. Scaling up and modifying the Enable Youth program through UNIDO PCPs to better knowledge share effective technology solutions with youth and young adults in rural communities;

4. **Encourages** Member States and especially LDCs to participate in International Fund For Agriculture Development (IFAD) programs, such as:
   a. IFAD Country Strategic Opportunities Programmes (COSOPs);
   b. IFAD Adaptation for Smallholder Agriculture Programme (ASAP);
   c. IFAD Action Plan on Mainstreaming Nutrition-Sensitive Agriculture (APMNSA);
   d. 2015 IFAD Policy for Grant Financing;

5. **Calls upon** Member States to pledge a financial contribution to the IFAD through the established systems of previous IFAD replenishments;
6. *Recommends* Member States to consider creating rural industrialization funds at the national and regional level, if not done so already, and to exchange expertise and knowledge with developing countries having adopted said funds;

7. *Reaffirms* the need for Member States to measure the integration of women in the primary sector at all stages of the cultivation and production process of consumption goods through the means of the Women’s Empowerment Agriculture Index (WEAI) and *further encourages* Member States to implement of the WEAI in their measurement systems on gender equality in the workplace;

8. *Calls upon* Member States to give particular support to the following initiatives working towards increasing agribusiness and rural entrepreneurship inclusivity with the aim of improving social conditions in rural communities:
   a. Focusing on UNIDO implementation and carrying out of the Policy on Gender Equality and the Empowerment of Women Strategy (2016-2019) by increasing access to competitive agriculture-based value chain development and allocated tools, business support services, technologies, and more to help strengthen women’s entrepreneurial and technological skills;
   b. Encourages Member States’ participation in initiatives similar to the Accelerator for Agriculture and Agroindustry Development and Innovation (3ADI+) in order to support women and youth in rural areas;
   c. Promoting the creation of sustainable value chains and financial investments into rural agribusinesses and ultimately positively impact various stakeholders;

9. *Calls upon* Member States to consider implementing 3ADI+ in accordance with the UNIDO-FAO partnership in the following dimensions:
   a. Pursuit of SDG 2 “Zero Hunger”;
   b. Offer advice to smallholders on linkage with processors to enable value-added chains;
   c. Offer business education opportunities;
   d. Offer counseling on climate change adaptation and disaster mitigation;

10. *Encourages* Member States to sponsor the wide-spread installation of female career training, both within rural and urban communities, by:
    a. Beginning career training in youth education through the expansion of the Emprendedores and Tecnología programme (EMPRETEC) Enhancing Development Entrepreneurship in Namibia to other Member States, to be continued through community groups post-education;
    b. Following career development with job support communities and evaluations for women that complete the program through the EMPRETEC network of national centers;
    c. Encouraging the expansion of EMPRETEC national centers to address the lack of entrepreneurship know-how;
    d. Providing grant and scholarship opportunities for women that complete the career training through the Global Coalition for Young Women Entrepreneurs;
e. Increasing banking infrastructure with loans and savings by partnering UNIDO PCPs with successful, evaluated microfinance and banking institutions such as Grameen Bank in India and FINCA;

11. Emphasizes the importance of forums such as the Global Infrastructure Forum created through the Addis Ababa Action Agenda (2015) for the promotion of sustainable infrastructure investment and further emphasizes the development and improvement of sustainability concepts by Member States through:

   a. Implementing the ten principles of the International Good Practice Principles of Sustainable Infrastructure as suggested by the UN Environmental Management Group within preexisting national programs;

   b. Developing physical, economic, and social infrastructure in rural areas that are sustainably created and maintaining in accordance with UN Environmental Assembly (UNEA) Resolution 4/5 on Sustainable Infrastructure;

   c. Implementing the usage of Hybrid Infrastructure (which uses Natural Infrastructure in its development) and Nature-Based Solutions as recommended by the International Good Practice Principles of Sustainable Infrastructure;

   d. Innovating and experimenting in infrastructure development to diversify sources of power and material usage as suggested by the Integrated Approaches in Actions;

12. Calls upon Member States to further support financial relief efforts such as UNIDO’s CIRP in order to rebuild the disrupted economies caused by the COVID-19 pandemic:

   a. Promotes a regional focus to provide flexible funding in order to meet different stakeholders needs and different demographic or geographic limitations;

   b. Provides aid towards the disproportionate financial effect of COVID-19 on rural farms and other agri-business sectors;

   c. Encourages the replication of successful pilot programs within the CIRP framework to be repeated for industrial recovery according to Step 5 of the CIRP.