

50
YEARS

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United Nations Development Programme

Building Inclusive Societies and Sustaining Peace through Democratic Governance and Conflict Prevention

An Integrated Approach



UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in nearly 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

United Nations Development Programme

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Two men congratulate each other after the adoption of the Doha Darfur Peace Document. © UNAMID/Olivier Chassot

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Executive Summary

We live in an increasingly fragile world: many previously 'stable' countries and cities have experienced sudden disruption and breakdown, undoing years of hard-won development gains. The traditional binary view which distinguishes conflict from non-conflict settings no longer holds. Fragility, conflict and violence can affect any country or society, and not just those affected by, or emerging from, protracted warfare.

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In response to this steady rise in fragility, two recent reports examining the peace operations and peace architecture of the United Nations have called for a stronger focus on prevention, and for more comprehensive investments towards 'sustaining peace' in all development contexts, not only in the aftermath of conflict. Similarly, Sustainable Development Goal (SDG) 16 in the 2030 Agenda for Sustainable Development has woven democratic governance and peacebuilding targets into a single goal, recognizing here again the indivisible links between 'peaceful societies' and 'effective, accountable and inclusive institutions'.

The United Nations Development Programme (UNDP) acknowledges that there is no single pathway to engineering resilience in the face of fragility, conflict and violence. Responding to today's challenges, the UNDP Strategic Plan (2014-2017) calls for the seamless integration of democratic governance, conflict prevention and peacebuilding interventions. This integrated approach is applied across all settings: investments in human rights, the rule of law and accountable institutions are geared towards building social cohesion and preventing conflict, and vice versa, investments in social cohesion, national dialogue and mediation capacities lay the foundations for sustaining peace, even in seemingly peaceful settings.

In line with the Strategic Plan, UNDP's Governance and Peacebuilding Cluster (GPC) addresses four interrelated areas of work: (1) Rule of law, justice, security and human rights; (2) Inclusive political processes; (3) Responsive and accountable institutions and (4) Conflict prevention. Through an integrated approach, UNDP aims to support the building of a robust and inclusive social contract which reflects people's expectations and to strengthen the institutional capacity of state and non-state actors to meet them.

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The Governance and Peacebuilding Cluster has representation at UNDP's New York Headquarters (HQ), at the five regional hubs in Addis Ababa, Amman, Bangkok, Istanbul and Panama and in the two Global Policy Centres that support the Cluster's mandate: The Oslo Governance Centre and the Singapore Centre for Public Service Excellence,

The GPC's experts at HQ and regional level provide policy and programme support to the UNDP Country Offices, ensure knowledge is linked up and innovation fostered, and establish and cultivate partnerships with donors, financial institutions, other UN agencies and civil society to advance UNDP's vision of combatting exclusion and making sure no one is left behind. The Global Policy Centres steer knowledge production, in-house policy formulation and networking with academia, think-tanks and the private sector.

The GPC also dedicates its expertise to emerging challenges and cross-cutting issues, such as supporting SDG 16 on building peaceful, just and inclusive societies, addressing governance and peacebuilding in early recovery, fighting corruption, promoting gender equality and empowering youth, finding development solutions to violent extremism and to the governance of multi-cultural societies, addressing governance in urban settings and in conflict-sensitive management of natural resources.

GPC's work is financed through UNDP's core contributions and the Governance for Inclusive and Peaceful Societies Funding Window.

An integrated approach to governance and peacebuilding is in line with the latest thinking on building peaceful and inclusive societies as set out in SDG 16.



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Introduction

“The United Nations system must pull together in a more integrated manner in the service of conflict prevention and peace. Conflict prevention and mediation must be brought back to the fore. The United Nations has not invested enough on addressing root causes of conflict. It must do that in partnership with others, while strengthening its own capacities to undertake prevention work, including through inclusive and equitable development. ... and agree on innovative approaches that integrate conflict prevention, governance, development and human rights.”

Uniting our Strengths for Peace - Politics, Partnerships and People,
Report of the High Level Independent Panel on UN Peace Operations, June 2015

“Peacebuilding – the term that this report proposes is 'sustaining peace' – needs to be liberated from the strict limitation to post-conflict contexts. 'Sustaining peace' should be understood as encompassing not only efforts to prevent relapse into conflict but also to prevent lapse into conflict in the first place. When considering the peace and security activities of the United Nations, therefore, a strong emphasis must be placed on conflict prevention.”

The Challenge of Sustaining Peace, Report of the Advisory Group of Experts
for the 2015 Review of the United Nations Peacebuilding Architecture, June 2015

“Sustaining peace ... should be broadly understood as a goal and a process to build a common vision of a society, ensuring that the needs of all segments of the population are taken into account, which encompasses activities aimed at preventing the outbreak, escalation, continuation and recurrence of conflict, addressing root causes, assisting parties to conflict to end hostilities, ensuring national reconciliation and moving towards recovery, reconstruction and development.”

Review of the United Nations Peacebuilding Architecture,
General Assembly (A/RES/70/262), 27 April 2016

The world is rapidly changing and the development sector must adapt along with it. Alongside extraordinary progress in poverty reduction and economic growth, new transnational threats and national vulnerabilities arise. Climate change and pandemic diseases like Ebola, growing disparities in wealth and political representation, urbanization, social unrest, and violent extremism are all generating new challenges and stresses for governments, communities, civil society¹ and other non-state actors. Many governments – whether affected by fragility and violent conflict or not – are struggling to deliver on their promises and to respond to rising expectations of a more educated and better informed population. The increasing gap between people's expectations and institutional capacities to respond to them is generating new forms of instability, mistrust between governments and citizens² and threatening hard-won development gains. Violent conflicts have become more complex and intractable and fueled by new drivers of violence such as radicalization and extremism.

The recent reviews of the UN's work in the area of peacekeeping and peacebuilding stress the need for a more preventive approach and a focus on 'sustaining peace' throughout rather than only restoring peace after war and violent conflict. The 2030 Agenda for Sustainable Development follows a similar approach as it calls for a specific Goal 16 on promoting just, peaceful and inclusive societies³.

UNDP is committed to supporting states and societies worldwide to address these challenges. On the basis of its 2014-2017 Strategic Plan, it has created the Governance and Peacebuilding Cluster (GPC), which offers a range of services aimed at strengthening the resilience of state-society relations, with a focus on four work streams: (1) Promoting the rule of law, justice, security and human rights; (2) Building inclusive political processes; (3) Supporting responsive and accountable institutions and (4) Promoting conflict prevention.

This paper is intended for UNDP and its partners, donors and the global development community. It sets out the vision, policy and programming offer for the GPC. It first considers the global challenges confronting states and societies, which heighten their vulnerability to a wide range of interconnected risks – social, political, economic and environmental. It then turns to the importance of building-in resilience to external and domestic threats and vulnerabilities. In line with UNDP's Strategic Plan and responding to recent rethinking of the nexus between development and peacebuilding, the paper highlights how UNDP is re-orienting its approach to democratic governance, conflict prevention and peacebuilding. A focus on prevention through democratic governance calls for increased attention and investment in processes that strengthen the state-society social contract, in particular in situations where that social contract has come under severe stress. Finally, the paper describes the global offer of the GPC for each one of its four work streams, the cross-cutting initiatives as well as two Global Policy Centers that are part of the Cluster.

A key priority of the GPC is to leverage the breadth of governance and peacebuilding expertise spread across the four work streams to design a comprehensive package of support to Member States on the 2030 Agenda for Sustainable Development and in particular on SDG 16 on promoting peaceful and inclusive societies, providing access to justice for all and establishing effective, accountable and inclusive institutions.

1 — Development in a turbulent and changing world



Over the past few decades many countries registered impressive human development gains. Around the world, extreme poverty was cut in half⁴. Almost half of the world's population now lives in a democracy of some sort⁵, and there has been a long-term decline in the frequency of interstate armed conflict⁶. Notwithstanding these and other measurable improvements in living standards and economic growth, many countries, cities and neighborhoods remain highly vulnerable to shocks and conflict triggers and continue to suffer from instability. Recurring crises – both human-made and natural – threaten not only low-income societies, but also middle- and upper-income countries. We can also observe worrying signs of 'enclaved development', wherein those who can afford private security, education, health and other essential services are isolated from those who cannot, rendering painfully visible the levels of inequality in many societies.

Recurring crises — both human-made and natural — threaten not only low-income societies, but also middle- and upper-income countries.

A range of global threats generate stresses on many societies and contribute to fragility and instability. These include natural disasters and the impact of frequent and severe climate-related hazards, unprecedented rates of urbanization, illicit financial flows and international criminal networks, an excessive influence of large multinational corporations, a growing contingent of unemployed youth, continued discrimination against women and impunity for human rights abuses. Migration, while being a source of innovation and rejuvenation of societies has also generated new challenges as societies are turning into more diverse, multi-cultural communities, posing new challenges related to the governance of diversity and the promotion of inclusion and tolerance. Income inequality⁷ has grown in the majority of the world's countries, with few exceptions. In addition, inequality of opportunities continues to obstruct the route out of poverty and perpetuates exclusion for the majority of the poorest people.

From 2007 to 2014, the number of active intra-state civil wars almost tripled, from four to eleven, contrasting sharply with the long downward slope that was witnessed from the early 1990s onwards⁸. In 2015 there were more than 400 politically driven conflicts⁹. Many of these fail to get out of the 'relapse danger zone'¹⁰ and hence gain a protracted nature contributing to cross-border spill-overs: more than a quarter of intrastate conflicts involved external actors¹¹. By the end of 2015, the number of displaced people was more than 65 million, an all-time high since record keeping began¹², posing tremendous stresses on recipient countries. Complicating the picture further, we have seen the rise of powerful non-state armed groups which can possess multiple agendas – political, terrorist, and/or criminal – feeding off, and fuelling conflict and even threatening the very existence of nation states. Violent extremism is now an issue of national, regional and global concern.



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Yet violence is not only occurring during armed conflict: today, ten times more people die violently outside of war zones than in them¹³, due to inter-personal violence. New communication technologies and global supply chains are facilitating global growth, information exchange and participation, but also the spread of transnational gangs, organized crime and radical extremist groups operating on and offline. The failure of rule of law institutions to supply public security and justice in turn is giving rise to a booming private security industry with profits in the hundreds of billions.

What is fragility?

An estimated 1.2 billion people are believed to live in countries affected by fragility. Yet the concept of fragility remains variously defined and there is no internationally accepted definition.¹⁴ Fragile states and cities used to be defined as those that are incapable of assuring basic security, maintaining rule of law and justice, or providing basic services and economic opportunities for their citizens¹⁵. The concept of fragility has since been broadened to also include vulnerability to slow and sudden-onset disasters.¹⁶

The latest OECD States of Fragility Report¹⁷ presents a new understanding of fragility, moving away from the concept of fragile states towards 'states of fragility'. It assesses fragility as *a complex set of multidimensional risks of a universal character that can affect all countries, not only those traditionally considered 'fragile' or 'conflict affected'*. The report presents 5 dimensions of fragility: (1) violence (peaceful societies), (2) access to justice, (3) accountable and inclusive institutions, (4) economic inclusion and stability and (5) capacities to prevent and adapt to social, economic and environmental shocks and disasters. Fragility is then defined in terms of the level of vulnerability to risks in all or several of these dimensions.

Because of its ties to the new SDG framework and Goal 16 in particular, this is also the working definition that UNDP will apply in this paper and that will guide its new approach moving away from fragile and conflict affected states, to states or situations of fragility¹⁸.

Institutions of governance – formal and informal – require specific attention given their direct impact on the resilience of societies and communities. On the one hand, there are many more democratic countries in the world today as compared to just 49 in 1978 (when there were 158 states)¹⁹. Several studies however suggest that there has been a decline of democratic standards in nearly all regions of the world with an increasing number of polities maintaining a formal democratic appearance through regular elections while curtailing rights and freedoms and degrading democratic procedures²⁰.

On the other hand, national governments, even in functional democracies, are finding it increasingly difficult to meet the expectations of their societies. In many countries, both developing and developed, the social contract²¹ – a dynamic and tacit agreement between states, people and communities on their mutual roles and responsibilities, with participation, public goods, public policies and taxation chief among them – is unravelling, as witnessed through

social unrest and chronic violence of different origins in many regions of the world. Governments are also finding it difficult to deliver on their – often unrealistic and politically opportunistic – promises and to maintain people’s trust in state institutions. Where social contracts are weak and services uneven, prolonged turbulence may arise, resulting in further polarization and potential radicalization and violent conflict.

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The current political, social and economic transformations are giving rise to the need for a new approach to development²². Just as countries wracked by conflict can slowly improve their lot over time, ostensibly stable and prosperous societies can rapidly unravel. As recent events around the world have shown, fragility can affect any country or city, not just those traditionally considered fragile or conflict-affected. Whether in the Middle East and North Africa, the Great Lakes of Africa, Western Balkans and Caucasus or the Mekong Delta, locally-confined tensions can easily become regionalized, complex and costly. The simple binary dividing conflict from non-conflict countries is blurring and challenges the development community to re-think the traditional 'humanitarian', 'peacekeeping', 'peacebuilding' and 'development' agendas, and to provide a more integrated type of support that cuts across development patterns.

→
There are more democratic countries today than at any time in history, yet people's rights and freedoms are increasingly being curtailed.



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2 — Building resilience through more inclusive social contracts



The state-society social contract is a dynamic process, involving interactions between various groups in society, on how state-society relations should be organized, and the institutions, systems and processes through which such agreements are managed, adapted and peacefully forged. It also includes the mechanisms that allow for a peaceable co-existence of various groups in society.

In contrast to earlier thinking that focused more on political settlements that reflect power agreements among elites, the focus on an inclusive social contract requires attention to the relationship between institutions and all groups in society including the most vulnerable ones and those previously discriminated against. That automatically entails a special focus on the position of women and youth in society, and how they – and other groups like indigenous peoples – are provided opportunities and the freedom of choice as an essential condition for advancing human development.

The focus on an inclusive social contract requires attention to the relationship between institutions and all groups in society including the most vulnerable ones and those previously discriminated against.

A robust and inclusive social contract reflects the aspirations and expectations of the people and the institutional capacity of state and non-state actors to meet them. Such social contracts can be established at national and local levels²³. Hence, multiple social contracts can co-exist within nation states, operating at different governance levels, with multiple formal and informal structures that mediate and shape the relationships between people and the state. Every society operates on the basis of a social contract, some conducive to inclusion and participation, some not, some adhering to democratic governance principles and values, some not or only to a lesser degree.

The aspirations and expectations shaping the social contract are influenced by a host of factors, such as – inter alia – the quality of education, the perceived fairness of the taxation system, the degree of respect for human rights, the quality and fairness of (formal and informal) justice systems, and the degree to which people have access to information.

Meanwhile, institutional capacity to respond to these expectations and provide public goods and public policies is also influenced by several variables, such as a the level of organizational effectiveness of state institutions, the quality of leadership, the quality of human resources deployed, the accountability, transparency and legitimacy of the institutions, their capacity to learn, adapt and innovate, and the financial means made available to them – through domestic resource mobilization and other forms of financial resources, including aid to developing countries.



At the interface of citizen expectations and institutional capacity, there is a political space that determines the sustainability and robustness of the social contract.

At the interface of citizen expectations and institutional capacity, there is a political space that determines the sustainability and robustness of the social contract. That space is influenced by power relations and the relative inclusiveness of the political settlement, constitutional guarantees, the taxation system (equitable and distributive or not), which norms of gender equality and women's empowerment are upheld, opportunities for political and economic engagement of young people, indigenous communities and other groups and the level of social cohesion, tolerance and collaborative capacity in society. An important determinant of an inclusive social contract is thus the degree to which there is room for civic space (i.e. the extent to which members of society can freely associate and express their views without interference).

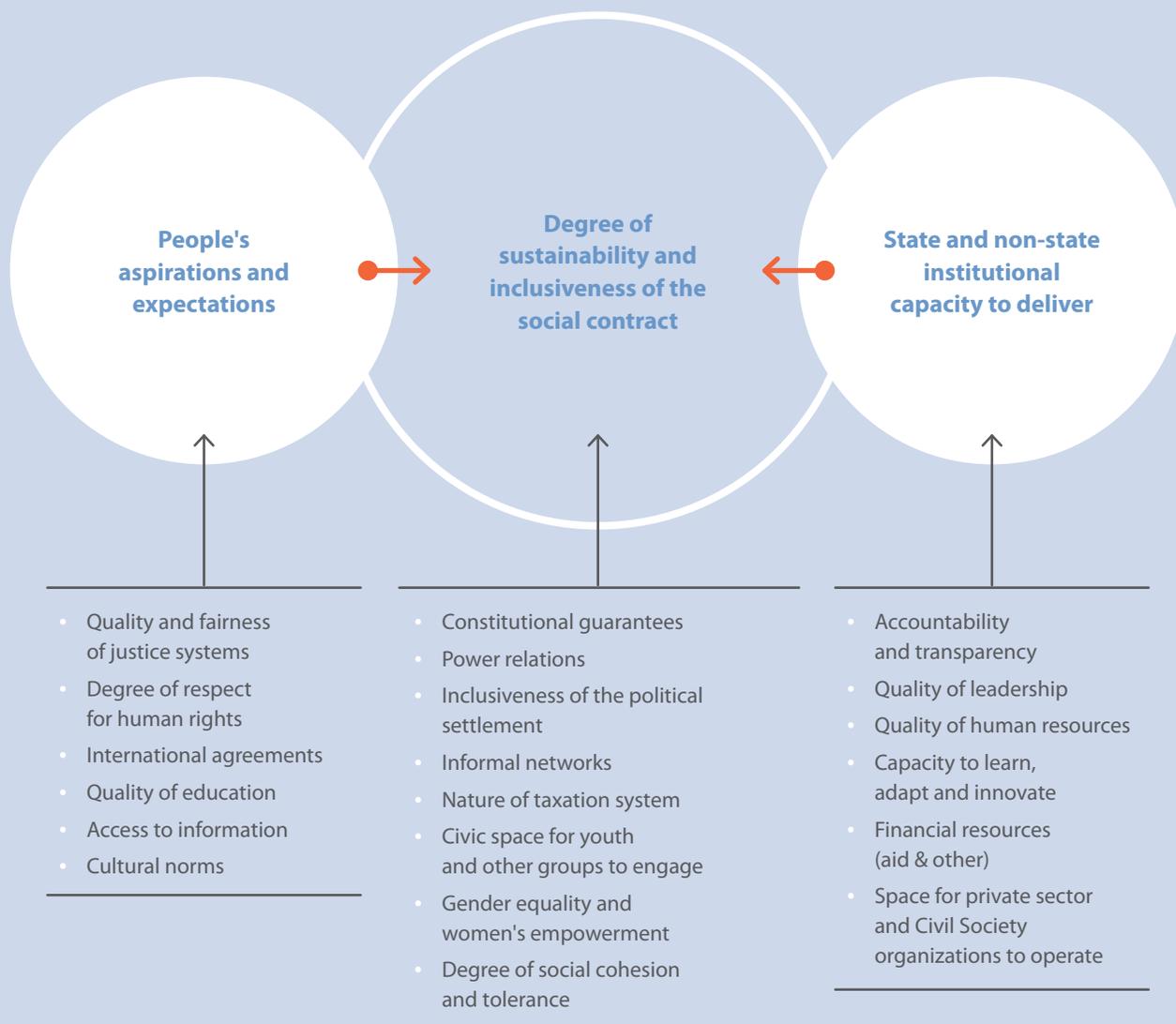
A solid, inclusive social contract, underpinned by democratic governance can help maintain an equilibrium between competing interests and reduce fragility and the likelihood of organized violence. It can be expressed through formal processes such as peace agreements, elections and constitutional reforms, as well as through transactions outside formal channels of political participation. Resilient social contracts are characterized by an ability to be remediated and adjusted and are best sustained in societies with an internal capacity to resolve conflicts and disputes through mediation, dialogue and a reasonable degree of legitimacy of their institutions.

A solid, inclusive social contract, underpinned by democratic governance can help maintain an equilibrium between competing interests and reduce fragility and the likelihood of organized violence.

Building inclusive societies and sustaining peace require the combined attention to democratic governance systems and processes and to conflict analysis and prevention, to ensure that state-society relationships rest on an inclusive social contract. Focusing on the social contract helps to better understand the occurrence, incidence, effects and recurrence of fragility, conflict and violence.

UNDP recognizes that a narrow focus on delivering public goods including security and justice, whilst necessary, is insufficient. What is also needed is a transformative agenda that reforms the systems and structures that perpetuate instability and undermine resilience²⁴. This means

FIGURE 1: VARIABLES THAT CONTRIBUTE TO AN INCLUSIVE SOCIAL CONTRACT



identifying ways to minimize political, economic and environmental threats to the social contract, while strengthening the capacities of institutions and people at all levels to manage tensions when and as they arise.²⁵

UNDP is thus broadening its engagement from a discrete focus on institutional capacity to a strategy that fosters resilient interactions between state representatives and civil society groups. This includes helping key parties to set mutual priorities, balance expectations, agree on shared and individual responsibilities, deliver on declared objectives and manage tensions.



There is no single pathway to engineering resilience in the face of fragility, conflict and violence²⁶. Different actors will adopt different measures to strengthening state-society relations. A key index of resilience, however, is the extent to which states and civil societies respect and promote the rights of minorities and marginal and under-represented groups. Another is whether they can successfully manage diversity and multiculturalism in a spirit of inclusion and tolerance.



Any attempt to build resilient, democratic governance must empower young women and men as key agents of change.

A key index of resilience is the extent to which states and civil societies respect and promote the rights of minorities and marginal and under-represented groups.

UNDP is also committed to empowering young men and women as change agents. There is now ample evidence of a statistically significant association between national security and the security and safety of women. UNDP therefore supports women's political participation and leadership in sectors such as justice and security, conflict prevention and peacebuilding. The world globally has the largest youth generation in history with a collective and immense stake in shaping the world it will inherit. Therefore, any attempt to build resilient, democratic governance must empower young women and men as key agents of change in their societies and communities. UNDP is also determined to uphold and promote respect for international norms and principles across all of its interventions.

How is resilience connected to governance?

Resilience refers to how societies cope with, adapt to, and respond to various forms of shocks and stress and how they are able to manage transformative change processes of various kinds without sliding into violent contestation and conflict. It refers to the extent to which formal and informal institutions can manage and rebound from these disruptions, while maintaining stability and security. It also refers to the underlying concept of social cohesion and the importance of solid society-society relationships – interactions and processes between groups in society – that are a prerequisite to a strong state-society social contract.

Resilience is not limited to anticipating and mitigating climate and natural disaster risks alone, but also human-induced pressures²⁷. While variously defined, it is fast becoming a central concept in government policy²⁸.

UNDP has been investing heavily over the years in democratic governance referring to processes of interaction and dialogue among various actors in society. Institutionalization and legitimization of these governance process is a significant contributor to the resilience of societies.

Legitimacy is important. UNDP therefore also promotes an approach to resilience that is 'rights-based', i.e. that considers the rights and freedoms of all peoples, engages stakeholders in decision-making, promotes inclusion and tolerance, and provides for equitable access to justice and means of redress.

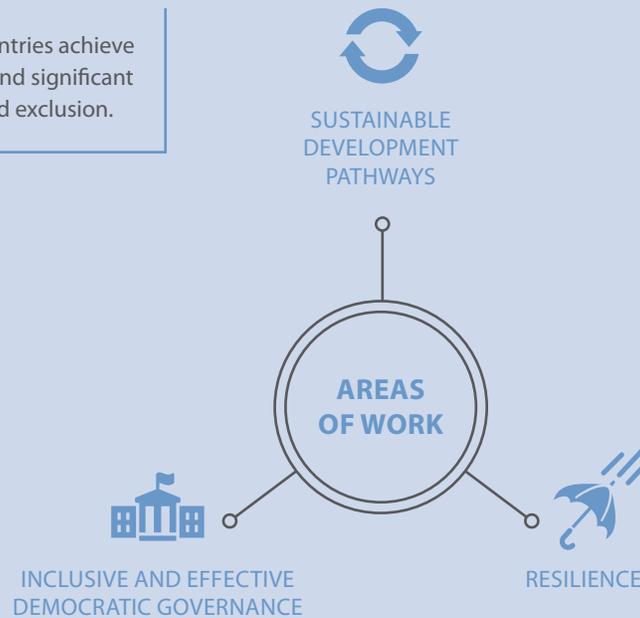
3 — Our mission: preventing conflict, building inclusive societies and sustaining peace through effective democratic governance



Confronted with today's development challenges, both at national and international levels, and the need to eradicate poverty and significantly reduce exclusion and inequalities, while maintaining peace and security, the UNDP Strategic Plan (2014-2017) calls for stronger integration of governance, conflict prevention and peacebuilding interventions.

FIGURE 2: UNDP'S STRATEGIC PLAN VISION AND KEY AREAS OF WORK

OUR VISION → To help countries achieve the eradication of poverty and significant reduction of inequalities and exclusion.



As a set of values and principles that prioritize respect for human rights and fundamental freedoms²⁹, and promote the rule of law, accountability and transparency, democratic governance is a critical instrument for promoting social cohesion, preventing conflict and ensuring inclusive, safe and peaceful societies. Vice versa, investments in conflict prevention, dialogue and mediation and in the consolidation of sustainable peace should no longer be restricted to conflict and crisis situations, but need to be institutionalized as part of the governance and development work of the organization. Sustaining peace is best accomplished through a systematic attention to effective and inclusive democratic governance and the integration of national and local capacities for conflict mediation and resolution, through formal and informal institutions. A more integrated approach that pays attention to effective and inclusive democratic governance and conflict prevention is better suited to create the resilient institutions needed to handle the stresses on the social contract that occur today in many societies.

UNDP places the consolidation of a strong and inclusive social contract, at both local and national levels, at the center of its integrated approach to governance, conflict prevention and peacebuilding.

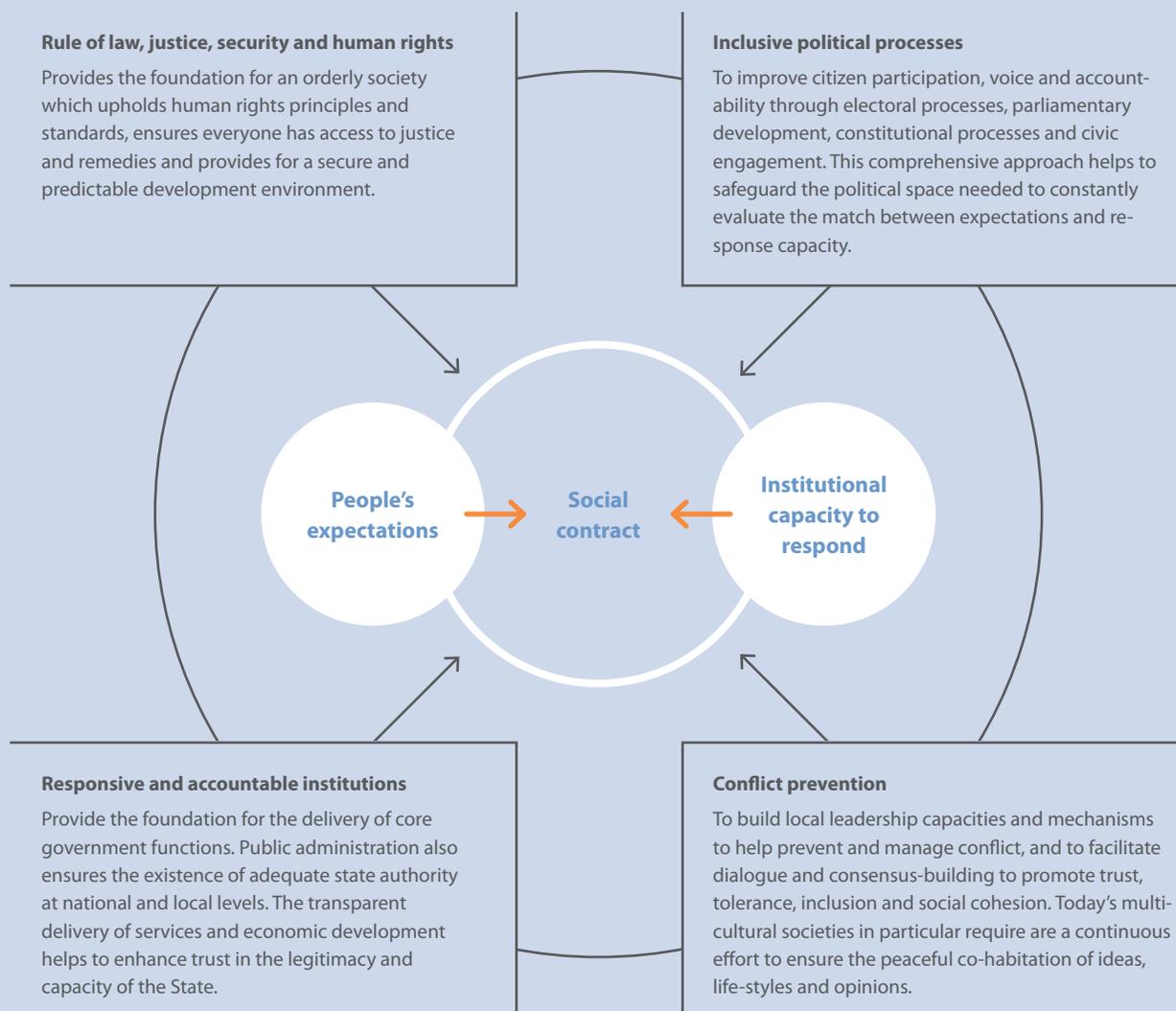


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At the heart of a robust social contract is a strong match between people’s expectations of what the State (and other actors) will deliver and the institutional capacity available within the State (and other actors) to meet those expectations. UNDP’s Governance and Peacebuilding Cluster addresses that interface by focusing on four interrelated areas of work:

1. **Rule of law, justice, security and human rights**, to provide the foundation for an orderly society which respects and upholds human rights principles and standards and provides for a safe and predictable development environment;

FIGURE 3: SUPPORTING A RESILIENT AND INCLUSIVE SOCIAL CONTRACT THROUGH AN INTEGRATED APPROACH TO GOVERNANCE AND PEACEBUILDING



2. **Inclusive political processes**, to institutionalize open and representative bargaining, communication and accountability processes between state and society
3. **Responsive and accountable institutions**, to secure core government functionality and ensure the existence of adequate state authority at central and local levels for the delivery of social services and economic development;
4. **Conflict prevention**, to help establish mechanisms to prevent conflict, manage contestation and social unrest and build peaceful locally driven solutions that promote trust, inclusion and social cohesion.

These four work streams are addressed by four teams³⁰, each managed by a team leader and all operating under the single managerial leadership of the GPC director.

Gender equality as well as the empowerment of women and youth are mainstreamed across these four areas. They are also critical stand-alone areas of work.

Our tools, principles and standards

To ensure that all support is well tailored to the local context, the GPC systematically applies a series of established tools and standards which include (among others):

Conflict Related Development Analysis (CDA): A framework and tool designed to provide guidance on conducting conflict analysis that leads to a strong and methodical substantive understanding of the context with the goal of supporting evidence-based decision-making for UNDP/ UN engagement.

Institutional and Context Analysis (ICA)³¹: A framework for analysing political and institutional factors, as well as processes concerning the use of national and external resources in a given setting and how these have an impact on the implementation of UNDP programmes and policy advice. An ICA is envisioned as an input to programming that focuses on how different actors in society, who are subject to an assortment of incentives and constraints, shape the likelihood of programme success.

Human Rights Based Approach (HRBA)³²: A principle and commitment which call for all development programmes and projects, policies and technical assistance to further the realization of human rights and for human rights standards to guide development cooperation and programming in all sectors.

Social and Environmental Standards (SES)³³: These standards help to assess vulnerability and risks in UNDP programme design and include respect for human rights, and the protection of the environment and natural resources.

4 — UNDP's institutional response to its new integrated approach



In response to the rapidly changing global context which exposes all countries to varying degrees of risks and instabilities, the **Governance and Peacebuilding Cluster** (GPC)³⁴ was created within the Bureau for Policy and Programme Support (BPPS – see chart in Annex 1), following a structural review in 2014, in order to consolidate the organization’s expertise in conflict prevention, governance and peacebuilding into a single entity. This new orientation consolidates UNDP’s resources in the most optimal way to contribute to the outcomes of UNDP’s Strategic Plan (see Annex 2).

The creation of a unified GPC is in line with Security Council Resolution 2171 which calls for a system-wide approach to conflict prevention and peacebuilding³⁵. The new configuration is also in line with the latest thinking on building peaceful and inclusive societies as set out in SDG 16 of the 2030 Agenda for Sustainable Development, which similarly integrates the governance and peacebuilding agendas³⁶. It is also a timely response to the recommendations made in the recent review of peace-operations and the peacebuilding infrastructure that call for more attention to preventive action and sustaining peace, through good governance and development, as endorsed by General Assembly Resolution 2282.

With policy development and programme support integrated under one bureau, and with the professional expertise previously spread over different units in charge of democratic governance, crisis governance, conflict prevention and peacebuilding now consolidated under one Governance and Peacebuilding Cluster, UNDP is strategically well positioned and well equipped to provide integrated policy and programme support along the development continuum – before, during and after crisis – and to anticipate and respond to evolving needs of countries.

Mandate and structure of the Bureau for Policy and Programme Support (BPPS)

Established in 2014, BPPS assembles policy development and programme support expertise spread across headquarters, five regional hubs and six Global Policy Centres. Personnel in the global policy centers are distributed between Istanbul (on private sector in development), Nairobi (on resilient ecosystems and desertification), Oslo (on governance in post-conflict and transitions), Rio (on sustainable development), Seoul (on global development partnerships) and Singapore (on public service excellence). The regional hubs are located in Amman, Addis, Bangkok, Istanbul and Panama. Thematically, BPPS is divided into a strategic policy unit, a development impact unit and five professional clusters: on sustainable development, governance and peacebuilding, climate change and disaster risk management, gender and HIV, health and development.

BPPS works in partnership with the Crisis Response Unit (CRU) and the Crisis Board mechanism to mobilize the resources needed to support early response and post-crisis recovery.³⁷ BPPS operates in close partnership with UNDP Regional Bureaus, UN entities as well as with strategic partners such as the World Bank and the European Union, especially when undertaking post-conflict and post-disaster needs assessments.



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5 — Achieving results – UNDP’s Strategic Plan and global agendas



Under the overarching goal of helping countries simultaneously eradicate poverty and significantly reduce inequalities and exclusion, UNDP's Strategic Plan 2014-2017 'Changing with the World' emphasizes three core areas of work³⁸: building sustainable development pathways, strengthening inclusive and effective governance and enhancing resilience³⁹. The plan calls for a stronger link between relief and recovery, peacebuilding and development. The plan also stresses the central importance of reducing risks, promoting security and preventing crisis and conflict.

The GPC's work is guided by the Strategic Plan, and in particular 6 selected outcomes and 24 outputs identified in the Integrated Results and Resources Framework (see Annex 2).

Outcomes in the Strategic Plan that are directly relevant to the mandate of the Governance and Peacebuilding Cluster

Support stronger systems of democratic governance to enhance the voice of citizens, consolidate the rule of law, and promote accountability and development: This will be achieved by enabling parliaments, constitution-making bodies and electoral institutions to perform core functions, especially during peaceful transitions. GPC will also support institutions to promote awareness, prevention and enforcement of anti-corruption measures, as well as strengthen human rights institutions, and promote dialogues for effective and transparent engagement of civil society in national development⁴⁰.

Strengthen institutions to deliver universal access to basic services: GPC will invest in enabling core functions to ensure national ownership of recovery and development processes, especially in crisis and post-conflict settings. Likewise, GPC will support the functions and financing capacities of national and subnational institutions to deliver improved basic services, including access to justice and security⁴¹.

Achieve more rapid progress in reducing gender inequality and promoting women's empowerment: GPC will work with national stakeholders to ensure appropriate measures are in place and implemented to prevent and respond to sexual and gender-based violence. This includes designing evidence-based strategies and strategic partnerships to advance gender equity, but also to increased women's participation in decision-making more broadly⁴².

Help governments and civil societies reduce the likelihood of conflict and risks of natural disasters, including from climate change: GPC is committed to supporting government partners and civic engagement to develop and put in place mechanisms for managing natural and human-made risks from the national to the subnational levels. GPC will also help develop preparedness systems with governments and civil society groups to address the consequences and inform responses to natural hazards⁴³.

Invest in early recovery and rapid return to sustainable human development pathways: Working in crisis and non-crisis settings, GPC will work with national and local authorities to as-



sist in planning, coordinating, delivering and monitoring early recovery efforts with a particular focus on ensuring that the integrated approach to governance, conflict prevention and peace-building is also applied in the early stages of the post-crisis/post-conflict environment. Special attention will be devoted by GPC to the extension of state authority, fostering core government functions, promoting basic justice and security and reinforcing social cohesion and incentivizing collective action to enable rapid recovery and a return to development⁴⁴.

Ensure that development debate and action at multiple levels prioritizes poverty reduction, equality promotion, and reductions in exclusion: The GPC, working across UNDP, will promote global consensus on the Sustainable Development Goals. Likewise, GPC will support global and national data collection, measurement and analysis – not least to monitor progress on future Goals⁴⁵.

Since our mandate is to support countries implementing their development objectives, the work of the GPC is also guided by the commitments that countries have made to support global development agendas. In this respect, our work in the area of peace, security, justice and governance is directly influenced by the 17 SDGs, and not least by Goal 16 on building peaceful, just and inclusive societies. UNDP has played an active role in facilitating the discussions on Goal 16 and its indicators and is gearing up action to support implementation. A new support strategy – MAPS (Mainstreaming, Acceleration, Policy Support)⁴⁶ – has been adopted by the UN Development Group to help governments and other national stakeholders implement the SDGs.



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The vital importance of Goal 16 for the entire sustainable development agenda cannot be overstated. Without enhanced capacity to implement Goal 16, current institutional constraints will limit Member States ambitions to deliver on the rest of the 2030 Agenda. Many of the targets in Goal 16 are also core aspirations of UNDP's Strategic Plan (Annex 3 provides a comparison between the targets in Goal 16 and the governance, conflict prevention and peacebuilding outputs in the UNDP Strategic Plan).

A key priority of the GPC is therefore to leverage the breadth of governance and peacebuilding expertise spread across the four work streams to design a comprehensive package of support to Member States on Goal 16. This package of support seeks to mainstream priority areas under Goal 16 into national planning processes, to accelerate capacity development across government at all levels for effective delivery, and to provide policy support related to the areas covered under Goal 16. Underpinning this support package are efforts to strengthen national capacities for the production of governance related data.

Why does SDG 16 matter?

The 2030 Agenda for Sustainable Development is shaping future development priorities and investments from 2016 to 2030. A key novelty of the SDGs is their universal character, applying to all States, not just the developing world. They are also far more ambitious than the MDGs, aiming to shift the world towards a safer and more peaceful environment and more sustainable consumption and production patterns.

The MDGs were more manageable, but they failed to address the underlying causes of the problems the development community tried to solve. Addressing the root problems of poverty and inequality requires bold and integrated solutions, translating the vision of dignity, equity, freedom, peace, security and prosperity that was inherent in the Millennium Declaration, into new and more ambitious goals and targets.

To this end, some of the values and principles that were included in the Millennium Declaration but not translated into the MDGs, have now been captured in Goal 16 on 'peaceful, just and inclusive societies for sustainable development' focusing on access to justice for all, security, reduction of violence and trafficking of women and children, tackling corruption, building effective, accountable and inclusive institutions, providing legal identity, ensuring access to information and participation in decision-making, among others. These targets are considered important enabling conditions for achieving all the other proposed goals in the new development framework.

6 — Our global support offer



6.1 Core pillars of support

The GPC's global offer of support is multi-layered, combining a cohesive body of deployable expertise and services at both headquarters and regional levels. At the center is the GPC headquarters in New York which provides an organizational fulcrum for policy and programming support. Under the guidance of the Cluster Director/Chief of Profession, the GPC is the primary mechanism for allocating technical specialists and peer-to-peer support. Hence, key modalities of support include:

- **Expert teams at the GPC headquarters:** The GPC mobilizes advisors and specialists for policy development and programme support from each of the four teams; they can also be deployed to support country offices.
- **Professional GPC teams in the regional hubs:** In each regional hub, there is a GPC team headed by a regional team leader. These teams are part of the BPPS Governance and Peacebuilding cluster and are deployed to their respective regions. Their role is to ensure closer proximity of the policy and programming support function to the country offices and UN country teams. The regional team leaders report to both the Director/Chief of Profession of the GPC and to the regional hub directors.
- **Global policy centers:** UNDP has a strong tradition of critical reflection and action on democratic governance themes, drawing from direct field experience and policy dialogues. In continuation of this tradition, the Oslo Governance Centre and the Singapore Global Policy Centre on Public Service Excellence will steer knowledge production, in-house policy formulation and networking with academia, think tanks and the private sector. These two centres are both part of the GPC, and report to the GPC Director as well as to the Director of the Strategic Policy Unit in BPPS.
- **Experts and consultants:** UNDP continues to recruit the most experienced and talented experts on the Governance and Peacebuilding Rosters, to assist Country Offices in identifying the right type of expertise, at the right time.
- **Development solutions teams:** A core groups of advisors and specialists from the professional cluster also serve on designated DSTs which work on especially multi-dimensional and complex issues depending on global, regional or country-level demand. They are deployed on emergent issues, such as Ebola and other crisis situations, recovery planning or the 2030 Agenda for Sustainable Development
- **Knowledge and Innovation:** UNDP is a global connector of ideas and people. The GPC coordinates a worldwide Governance and Peacebuilding profession which promotes 'learning by doing'. Knowledge production by the GPC is demand-driven, grounded in field experiences and aimed at shaping global policy and UNDP's own programming. *Innovation* plays a pivotal role in the delivery of GPC's global support offer. The emphasis is not just on producing knowledge for the sake of it but to judiciously capture, codify and apply that knowledge to help UNDP improve the results of its work on the ground.
- **Using information and communication technology:** Amidst the rapid diffusion and widespread use of mobile phones, and social media, new avenues of participation, engagement and accountability are emerging. The wave of technological innovation is

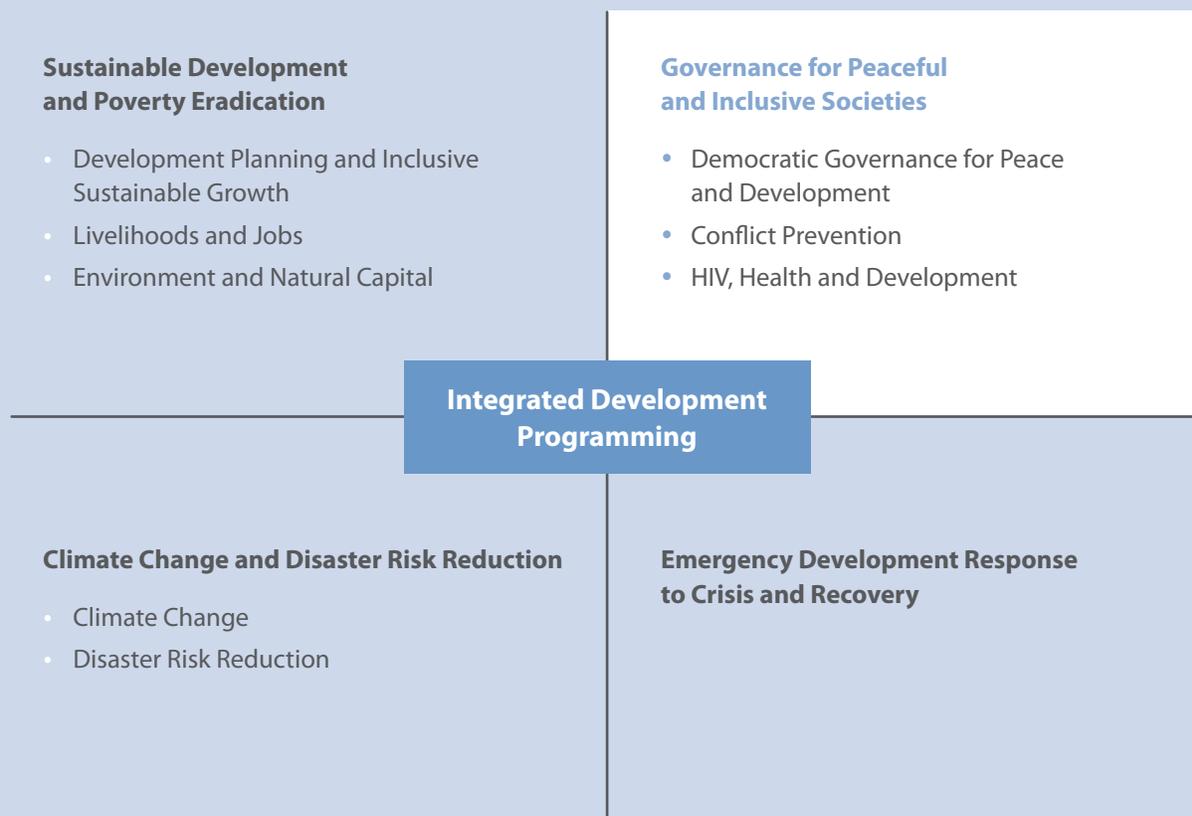


transforming the ability for direct relationships between people, states and governments, offering new ways of empowering people with access to information, communication and services, also in fragile and conflict affected states. UNDP's Strategic Plan 2014-2017 explicitly calls upon the organization to 'make better use of information and communication technology solutions'.

- **Partnerships with UN entities, regional organizations, financial institutions and global fora on peacebuilding and statebuilding**⁴⁷: the GPC is increasingly working in partnership with other UN entities, as part of the 'delivering as one' policy⁴⁸. These partnerships are likely to grow in the near future.

- **South-South/triangular cooperation**: UNDP supports South-South and triangular learning and cooperation, including by sharing knowledge, research and best practices on policies, programmes and strategies and by facilitating research and exchanges among partners from different countries and regions as well as regions, cities and municipalities facing similar development challenges. UNDP has a number of long-term strategic relationships with established development policy and research institutes. Additional forms of south-south and triangular cooperation are singled out in the *Strategic Plan*, including with emerging economies.

FIGURE 4: UNDP'S FUNDING WINDOWS



- **Governance for Peaceful and Inclusive Societies Funding Window:** To implement the activities of the GPC, a new Trust Funding Window – the Governance for Inclusive and Peaceful Societies Window – has been established; it has three sub-windows: (a) Democratic Governance for Peace and Development; (b) Conflict Prevention and (c) HIV, Health and Development. This funding window will be the principle mechanism for mobilizing and channeling funding for the various activities pursued by the GPC to implement projects in line with the Strategic Plan. The global window will support global initiatives undertaken by the GPC. The regional window will support regional activities implemented by the regional hubs and the national window will allow resources to be channeled directly to country offices and projects.⁴⁹

6.2 How we work – streamlined country office support processes

One of the functions of the GPC is to ensure timely and coordinated policy and programme support to country offices and programme countries. Except for field missions undertaken as part of joint UN global initiatives or programmes, crisis response missions initiated in response to corporately declared Level III emergency situations (e.g. Ebola pandemic, Nepal earthquake, Yemen crisis), the first port of call for country office support is the relevant Regional Hub and the Regional Bureau's Country Support team. Although Global Policy Centres have no specific mandate for country office support their expertise can also be leveraged, at the demand of country offices and in close coordination with the regional hubs.

The GPC thus adopts a multi-disciplinary perspective in evaluating support needs where relevant. As envisioned in the Strategic Plan, the GPC promotes a *flexible, issued-based development solutions approach* to country offices and programme countries through improved coordination mechanisms within the cluster and with other clusters.

In the immediate aftermath of natural disasters or conflict the GPC also engages to ensure that early recovery work contributes to laying the foundations for building back better during the recovery process, in close collaboration with UNDP's Crisis Response Unit and other professional teams in BPPS.

6.3 Overview of our global support offer by work stream

The goal of the GPC is to support countries in strengthening governance institutions and processes so as to facilitate resilient, inclusive and peaceful state-society relations. While specific attention will continue to be paid to settings emerging from crisis and situations of fragility⁵⁰,

the scope of the cluster is not confined to crisis settings alone, but to a wider range of development settings. In the process, the organization has increased its partnerships with other entities within the United Nations system and outside. Each of the four work streams is expected to help states strengthen the principles, rules, systems and core institutions of governance and infrastructures for peace in a way that meets the needs of the most marginal groups. Operating through a conflict sensitive lens, GPC's support is designed to help identify peaceful means of resolving tensions, including through conflict sensitive diagnostics, national and subnational development plans, and multi-level mechanisms to facilitate state-civil society dialogue, encourage social cohesion, tolerance, inclusion and respect for diversity. Finally, each of the teams will help generate and disseminate knowledge on specific development challenges, including with support from Global Policy Centres in Oslo and Singapore.

Inclusive Political Processes

The GPC's Inclusive Political Processes (IPP) Team works to promote resilient state-society relations, by addressing both sides of the state-society relationship in both crisis and non-crisis settings, and focusing on:



- **Constitutional reform processes** – Support Member States and civil society stakeholders to design and manage inclusive constitutional reform processes, and facilitates the provision of high quality technical advice to national partners on substantive constitution issues, such as power-sharing, federalism/decentralization, human rights, gender equality and public accountability.
- **Electoral cycle support** – Provide global leadership, advocacy and capacity development in the field of electoral cycle support. Strengthening the capacities of Electoral Management Bodies and other relevant stakeholders is at the very core of UNDP's Electoral Assistance and a main contribution to the facilitation of inclusive and credible elections. Key to inclusion is also the engagement with political parties, which is regarded as the main entry point to prevent violence and ensure the inclusion of women, youth and minorities.
- **Parliamentary development** – Capacitate parliaments to better discharge their constitutional law-making, oversight and representation mandates, as well as increasing the capacities of civil society actors to act as intermediaries in political advocacy.
- **Women's empowerment and leadership** – Support the advancement of women's equal participation and decision-making in political processes and institutions, with a special focus on supporting legal, policy and programmatic frameworks and approaches.
- **Civic engagement** – Strengthening the capacities of civil society actors and expanding and protecting spaces for people's participation in political and public life, with a special focus on groups experiencing significant marginalization, including persons with disabilities, LGBTI⁵¹ and indigenous peoples.

As part of its efforts to promote the full and meaningful participation in political and public life of selected groups experiencing significant exclusion, UNDP's GPC hosts the **Technical Secre-**

tariat of the UN Partnership to Promote the Rights of Persons with Disabilities (UNPRPD) and of the **UN Indigenous Peoples Partnership (UNIPP)**.

Via UNDP's participation in the **Inter-Agency Coordination Mechanism on Electoral Assistance (ICMEA)**, chaired by the Electoral Assistance Division of the UN Department of Political Affairs (DPA), we are at the forefront of an innovative agenda of policy development, including policy directives on electoral violence, out-of-country voting, and technology and electoral assistance. Parliamentary strengthening work occurs in partnership with the Inter Parliamentary Union, the Commonwealth Parliamentary Association and others.

UNDP places critical importance on the development of partnerships with civil society organizations throughout its work, at country as well as the global level. At the global level, a good example of engagement is the **UNDP Civil Society Advisory Committee (CSAC)**, created in 2000 as the main formal mechanism for dialogue between global civil society leaders and UNDP senior management. By contributing independent perspectives and critical analyses on different aspects of UNDP's work, the CSAC has greatly contributed, over the years, to strengthening the civic engagement dimension of UNDP's policies and programmes.



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Rule of Law, Justice, Security and Human Rights



The Rule of Law, Justice, Security and Human Rights Team works to promote resilient state-society relations, by focusing on:

- **Access to justice and capable justice services** – Support societies to nurture public trust and confidence in formal and informal justice institutions through efforts to establish capable justice systems at national and local levels that provide effective services accessible to all, with a focus on women, displaced communities and remote areas.
- **Community security and armed violence reduction** – Work with authorities to support the professionalization of security actors such as the police, strengthen the accountability of authorities, and enhance respect for human rights within the security sector. An important component of this work is to curb the proliferation, accumulation and misuse of small arms and light weapons, in particular through the application of the International Small Arms Control Standards (ISACS), which have been developed under the leadership of UNDP.
- **Sexual and gender-based violence** – Support national efforts to tackle sexual and gender-based violence by increasing women’s political participation and leadership in sectors such as justice and security, conflict prevention and peacebuilding, and economic recovery, and by tackling impunity for sexual and gender-based violence.
- **Human rights** – Support national efforts to promote and protect human rights by strengthening National Human Rights Institutions’ capacities, supporting engagement with the international human rights machinery such as the Human Rights Council’s Universal Periodic Review process, and promoting the application of a human rights-based approach to development and crisis-related programming.
- **Transitional justice** – Provide advice to governments and communities on transitional justice, including the establishment of truth commissions and the prosecution of conflict-related crimes. Enabling reparations for victims of grave human rights abuses is a major component of UNDP’s support to transitional justice.

UNDP coordinates rule of law assistance for the UN system through the **Global Focal Point** (GFP), established by the Secretary General in 2012 and co-convened by UNDP and the Department of Peacekeeping Operations (DPKO). The GFP structure consists of UNDP, DPKO, UN Women, the Office of the United Nations High Commissioner for Human Rights and the United Nations Office on Drugs and Crime, among others.

UNDP is a strong supporter of the **Human Rights up Front** (HRuF) initiative of the Secretary-General, which seeks to ensure that the UN system takes early and effective action to prevent or respond to serious and large-scale violations of human rights or international humanitarian law.



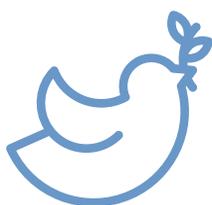
Responsive and Accountable Institutions

The Responsive and Accountable Institutions (RAI) Team works to promote effective institutional capacity at all levels of government to deliver quality services and expand the opportunities for inclusive economic and social development, with a specific focus on:

- **Core Government Functions** – In fragile settings, help governments and citizens regain control of the recovery and peacebuilding process through support to the restoration of the core functions of the state – from public financial management and planning, to rapid support to civil service and centre-of-government capacity, to aid management, and to the restoration and extension of local government.
- **Local governance** – Work to improve the capacities of local governments to meet their statutory obligations for delivering public services, investing in local development and preserving social peace. It is the local level where incentives for people to engage can be provided to build more resilient state – society relationships. Local governance remains complex and is heavily influenced by local power-politics, as well as by broader transformations such as urbanization, and economic, climate, political, demographic, and technological transformation. UNDP will ensure that local governance systems are not limited to local formal institutions, but encompass the interactions and relationships between the state, citizens, private sector, and civil society actors who together influence and mold resilient societies.

UNDP's work on Core Government Functions is coordinated with other UN entities and leverages a successful partnership with the Peacebuilding Support Office (PBSO) and the World Bank to support the restoration of state authority in post-conflict environments.

In local governance, UNDP, the United Nations Capital Development Fund (UNCDF) and UN Volunteers (UNV) have developed an integrated local governance and local development framework⁵². We also collaborate closely with UN-Habitat to address the challenges of urban governance, and with UN Women and UNCDF to enhance investments in local communities that advance women's empowerment. UNDP maintains close relations with associations of local and regional governments, the Development Partners Network on Decentralisation and Local Governance (DeLoG), as well as decentralized cooperation partners and civil society organizations (e.g., Slum Dwellers International). We also work closely with the Global Task Force of Local and Regional Governments towards Habitat III and other partners in conducting dialogues on localizing the 2030 Agenda for Sustainable Development.



Conflict Prevention

The Conflict Prevention Team works to reduce the likelihood of conflict by promoting social cohesion and strengthening the resilience of state and non-state institutions. It seeks to support these efforts by focusing on:

- **Developing capacities for conflict prevention and management** – Help identify and support local mechanisms and infrastructures for peace that help prevent conflicts, manage tension, and provide the foundations for reaching durable agreements and local solutions.

- **Facilitating dialogue and consensus-building** – Work with key stakeholders in broadening the space for dialogue and consensus-building. This includes the strategic accompaniment of political transitions, peace processes and national dialogue initiatives, and supporting the work of 'insider mediators' at both national and local levels.
- **Conducting conflict analysis and assessment** – Lead the development of conflict analysis and assessment tools to provide standardized information that can be shared amongst UN agencies. This analysis also generates baselines and indicators that can be regularly monitored for conflict triggers and trends to enable early and coordinated UN response.

The UN **Task Team on Conflict Prevention** was established in 2015 under the UN Working Group on Transitions chaired by UNDP and PBSO. The Task Team acts as a forum to share country and regional conflict analysis, and to engage in conflict early warning and horizon scanning. The interagency Team also leads in coordination and development of tools, such as the Conflict Development Analysis (CDA) methodology, and conflict-sensitive programming and on-line thematic training for UN staff members and practitioners.

Through the **Joint Programme on Building National Capacities for Conflict Prevention**, UNDP works with DPA, PBSO and the Peacebuilding Fund to provide strategic expertise to help Resident Coordinators and UN Country Teams analyze, adapt and respond with conflict sensitive programming to complex political-development situations. This expertise is partially provided through Peace and Development Advisors deployed annually in around 35 countries.

The Oslo Governance Centre

The Oslo Governance Centre (OGC) is UNDP's Global Policy Centre with an overarching focus on democratic governance and peacebuilding in crisis, conflict and transitional contexts. Acting as a knowledge and convening hub and working with partners in the Nordic region and beyond, it focuses on three main priorities: i) the governance challenges faced by countries that are transitioning out of conflict; ii) the governance of extractive industries in post-crisis and post-conflict settings; iii) the governance of inclusion, particularly how societies evolving from crisis address the political and economic empowerment of women. The OGC also leads in researching, consolidating and further developing UNDP's approach to measuring governance and peacebuilding, contributing to discussions on measurement of governance and peacebuilding related goals in the 2030 Agenda.

The Global Centre for Public Service Excellence in Singapore

The Global Centre for Public Service Excellence (GCPSE) is UNDP's catalyst for new thinking, strategy and action to improve public service. It does this by promoting innovation, evidence, and international collaboration. The GCPSE focuses on four themes that influence the development of an effective public service: (a) the political/administrative interface; (b) the intrinsic motivation of officials; (c) foresight; and (d) innovation. The Centre, in partnership with the OECD's Development Assistance Committee (OECD-DAC), is also the Joint Secretariat for the Effective Institutions Platform, a partnership of more than 60 countries and organizations (multilateral and

bilateral development agencies, civil society, and think-tanks) which aims to support countries in strengthening their public sector institutions through initiatives such as peer-to-peer learning.

6.4 Cross-cutting issues and strategic corporate initiatives

SDG 16 on building peaceful, just and inclusive societies

The 2030 Agenda requires dedicated action to secure peace, deliver justice, promote participation and consolidate effective, accountable and inclusive institutions for the priorities in the Agenda as a whole to be realized. Without action on Goal 16 and its integration into the entire SDG agenda, we will not see the major transformations needed to achieve the world we want by 2030. Sustainable development will not be possible where there is violence and impunity, where there is oppression, exclusion and injustice or where institutions are corrupt, inefficient and inaccessible; at the same time, there will be no peaceful societies without sustainable and inclusive development.

UNDP is strategically well placed amongst UN agencies to engage substantively on nearly all aspects of Goal 16 – and governance⁵³, accountability, inclusion and institutional development more broadly as they relate to other SDGs.



UNDP will build on its role in facilitating SDG 16 discussions, to play an inclusive leadership role, working in close collaboration with other UN entities, in supporting implementation and monitoring of Goal 16 in the Follow Up and Review mechanism of the High-Level Political Forum and ECOSOC.

UNDP's role on Goal 16 is fully compatible with the undg initiative on Mainstreaming, Acceleration and Policy Support (MAPS) for implementation of the SDGs as a whole. This approach – i.e., docking UNDP's work on governance to support Goal 16 as a discrete element within the MAPS approach – allows us to address the complexities of Goal 16 in more detail, while benefiting from the overall link to SDG mainstreaming, acceleration and policy support.

Mainstreaming and acceleration on Goal 16 related issues will need to take place at the macro-level, across all SDGs, in addition to specific mainstreaming and acceleration efforts for the achievement of the targets in Goal 16 in particular. Mainstreaming at the macro-level will require support to integrating the targets of Goal 16 across all SDGs (e.g. identifying how targets 16.4 and 16.5 on anti-corruption would support the implementation of Goal 3 on Health and Goal 4 on Education). Likewise, acceleration at the macro-level will require institutional and context analysis to be performed across all SDGs, at national and sub-national levels, to identify the governance-related drivers and bottlenecks that can speed up or hamper progress.

Through alignment with the MAPS process, UNDP will work with Member States to ensure delivery of the different targets under Goal 16, and this in line with UNDP's Strategic Plan out-

comes on voice and accountability, access to basic services, conflict prevention and resolution, and early recovery in post-conflict situations. In our policy support related to the areas covered under Goal 16, we thus focus in particular on access to justice for all, security, reduction of violence, tackling corruption, building effective, accountable and inclusive institutions, providing legal identity, ensuring access to information and participation in decision-making.⁵⁴ Underpinning this are efforts to strengthen national capacities for the production of governance related data. This is an area where UNDP is well placed to steer coordinated UN support, in view of its long history of support to country-led processes for self-assessments, from the SHaSA initiative on the harmonization of governance, peace and statistics in Africa, to the launch of the Praia Group on Governance Statistics, under the UN Statistical Commission⁵⁵. Recent initiatives also include collaborative efforts with the Open Government partnership and the Community of Democracies in support of Goal 16 measuring.

Promoting transparency, accountability and integrity to address corruption

Corruption is a violation of human rights and poses a challenge to both inclusive and peaceful development. High levels of corruption reduce the quality of public services and infrastructure, undermine the rule of law, compromise predictability and political stability and weaken the institutions designed to ensure oversight, distribution and justice. Countries with increasingly high levels of corruption are at a serious risk of witnessing more violence, crime, impunity and hence becoming less inclusive and peaceful. In particular, once a certain degree of corruption reached, small increases in corruption are associated with larger decreases in the levels of peace in society⁵⁶. Institutions most affected are the police and judicial institutions, the parliament and political parties. It also explains why fighting corruption is now recognized as an essential ingredient in national and global development agendas, included in the 2030 Agenda for Sustainable Development (Goal 16 and specifically, Target 16.5) and considered one of the building blocks for the prevention of violent extremism. Keeping corruption under control at all levels is thus essential for building and maintaining peaceful societies. Addressing corruption is thus a cross-cutting priority of the GPC, with links to the work undertaken in each of the four work streams.

Promoting gender equality and women's empowerment

Despite broad consensus on the importance of improving gender equality in governance and peacebuilding – and a range of international and regional instruments to that affect – women across the world continue to face entrenched discrimination in all spheres of life.

Acknowledging country and regional variations, globally, women are underrepresented in elected office, the public service and in the private and non-governmental sectors, with their absence especially apparent in decision-making positions. Across the world, the percentage of women in national legislatures remains below the international minimum benchmark of 30% (23% as of June 2016⁵⁷). As both a cause and an effect of this underrepresentation, women experience unequal access to and benefits from services, including access to justice. Awareness and implementation of principles of gender equality often remain tenuous and marginal.

In conflict and post conflict settings, women are particularly at risk of marginalization, as the balancing of many priorities often means that gender concerns are de-prioritized. Conflict and specifically, the growing impact of intolerance and violent extremism, also contributes to the undermining of human security, which tends to have a particular impact on women's security. Recent declines in development funding could further jeopardize progress in the coming years.

The UNDP Strategic Plan and its Gender Equality Strategy 2014-17⁵⁸ outline UNDP support which includes supporting national partners to advance women's legal rights and empowerment, strengthen their access to justice, ensure gender responsive and equitable service delivery, including for women's health, and promote their equal participation in decision making. UNDP works to ensure that women are engaged at all stages of formal and informal peace processes and that their priorities inform the agenda for conflict prevention, early recovery from crises and durable peace. Facilitating women's access to opportunities and skills to exercise their social and political rights, participate in decision-making, exercise leadership, and contribute to political processes is central to our work.

One example of how UNDP promotes gender equality is by increasing women's access to justice and empowering them to demand their rights.



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The United Nations High Level Review of Women, Peace and Security (WPS) – which included an open debate on WPS, the release of the Global Study on Women, Peace and Security⁵⁹, and the unanimous approval of the related Security Council Resolution 2242⁶⁰ – addresses a number of substantive areas, including a commitment to integrate a gender analysis on the drivers and impacts of violent extremism and greater consultations with women’s organizations affected by this violence; and states the need for more senior women leaders in all levels of decision-making in peace and security.

The peacebuilding review processes, the SDG agenda and the Secretary-General’s Plan of Action to Prevent Violent Extremism all recognize the centrality and agency of women. UNDP as a member of the WPS Network encourages the harmonization of all these processes to ensure women participation and leadership in development and security efforts can better support the foundations for longer-term development.

The GPC will implement the corporate policy on the minimum allocation of 15% of its programming budget to address women’s needs and further gender equality in governance and peacebuilding.

Promoting youth empowerment and youth participation

Around the world, young people are at the centre of the debate on how our societies should look like today and in the future. Young people are in many ways affected by conflict, yet are excluded from political, economic and social participation and their positive contribution to peace and development is often not recognized.

In response to young men and women calling for meaningful civic, economic, social and political participation, UNDP’s Youth Strategy 2014-2017⁶¹ recognizes the involvement of young men and women in participatory decision-making and development processes as vital to achieving sustainable human development. Identifying development challenges and issues facing youth today, the strategy offers recommendations for strategic entry points and engagement of a broad range of partners in addressing youth empowerment.

UNDP supports advocacy and the capacity development of young people and youth-led organizations, and the development of youth caucuses in government, parliament and other bodies. We engage with relevant stakeholders through outreach, advocacy, thought leadership, global networks, and policy debates, in particular in the context of the 2030 Agenda and the Sustainable Development Goals. We also support the mainstreaming of youth issues in development planning and inter-ministerial and inter-sectorial coordination.

UNDP is an active member of the Inter-Agency Network on Youth Development and is currently serving as co-chair of that network (2015-2016)⁶². The working group on Youth and Peacebuilding has developed Guiding Principles for Young People’s Participation in Peacebuilding (2014) aimed at promoting a greater inclusion of youth as peacebuilders at all levels in peace processes and peacebuilding programming. The Amman Youth Declaration (August 2015),

adopted at the Global Forum on Youth, Peace and Security, co-organized with UN and civil society partners, calls for adequate participatory and inclusive mechanisms and opportunities to partner with decision-making bodies. UNDP also played a key role in the process leading to the adoption of the historic 2250 (2015) Security Council Resolution on Youth, Peace and Security in December 2015, recognizing for the first time the role that young people can play in preventing violent extremism and building lasting peace⁶³.

Violent extremism and the challenge of creating tolerant, inclusive and multi-cultural societies

In recent years, the world has witnessed new waves of violent extremism that have taken the lives of many innocent people. Whether based on religious, ethnic or political grounds, these extremist ideologies glorify the supremacy of a particular group, and oppose a more tolerant and inclusive society. This points to two distinct but related challenges for contemporary societies: the rise of violent extremism and its spread across national borders and the governance of increasingly diverse and multi-cultural societies.

The governance of increasingly diverse societies requires inclusion and tolerance.



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While countering violent extremism requires interventions to protect the security of people and assets, the prevention of violent extremism needs to go beyond the strict security concerns, and look at the development related causes of and solutions to this phenomenon. Experiences in both development and peace-building show that an increase in the levels of inclusion and tolerance in communities can both lead to better governance of diversity, but also to societies better inoculated against violent extremism. Tolerance for diversity and intercultural understanding are also at the heart of the new development agenda and particularly, SDG16 on building peaceful, just and inclusive societies. UNDP takes a development approach to the prevention of violent extremism (PVE).

SDG 16 which asks Member States to promote peaceful, just and inclusive societies cannot be achieved without the effective governance of diversity; it can also not be achieved in an environment threatened by violent extremism and its many negative impacts. Conversely, the tools indicated in the SDGs – national capacities for violence prevention, inclusion, equal access to justice, fighting corruption, promoting human rights and strengthening accountability – are all significant parts of the overall response for governing diversity and preventing and countering violent extremism. General Assembly Resolution on the 2030 Agenda for Sustainable Development calls for equal access to justice, human rights, and the rule of law, and for inclusion, as development imperatives. It emphasizes the importance of tolerance⁶⁴ and cross-cultural understanding, especially in multi-cultural societies, for achieving sustainable development; it calls on countries to more effectively address the challenges of migration and demographic diversification.

Today's radical movements and violent extremism renders inadequate many of the traditional tools of violence prevention and peace-building, and challenges policy makers to enter new arenas of thought and action. A compelling response narrative is needed. UNDP has developed a UNDP corporate framing paper on the prevention of violent extremism.⁶⁵ Work on PVE already started at the regional and cross-regional level and in a number of countries while PVE-related research is conducted under the guidance of the Oslo Governance Centre. A Global Programme on Development Solutions for the Prevention of Violent Extremism has been developed to allow better coordination and implementation of all PVE related initiatives, in close collaboration with the Department of Political Affairs and other relevant UN entities.

Governance, peacebuilding and social contracts in urban settings

Development solutions to the challenges of poverty, stable economic systems and sustainable peace are increasingly taking shape in response to an urbanizing world, particularly in the global South. World population became irrevocably urban in 2007 when more people around the world lived in cities than in rural areas, and significantly more are projected to be urban dwellers in decades to come. Urban population, in 2014 at 54%, is projected to reach 66% by 2050, and 90% of the increase is expected to occur in Africa and Asia. New cities are also rising fast as existing ones expand, with megacities and fastest growing agglomerations in the coming decades projected to rise also in these regions⁶⁶.

These growth trends indicate that the challenges discussed in this paper will be increasingly concentrated and particularly acute in cities and in areas where urbanization will be rapid.

While urbanization and cities present opportunities for enhancing the economic prospects of countries and improving the lives of many, rapid urbanization and rapidly expanding cities however pose challenges that will be significant particularly to lower-middle- income countries already grappling with economic, social and environmental concerns. Today more than two-thirds of global population lives in cities where income inequalities increased since 1980.⁶⁷ Various reports note that: one quarter of the world's urban population live in slums without basic services and social protection, and this percentage is expected to double as urban population in developing countries will rise rapidly in the next decades. These challenges are compounded with the majority of migrants and displaced populations moving to urban areas, as a result in part of conflict and to seek better opportunities. Further, a large percentage of people living in urban areas in developing countries and countries in transition have been victims of crime over the past five-year period, with victimization rates reaching 70% in parts of Latin America and the Caribbean and Africa.⁶⁸

More than half of the world's population live in cities today. Inclusive and responsive urban governance is becoming increasingly critical to prevent growing inequality and exclusion.



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The high concentration of people, assets, economic activities and critical infrastructure (including digital infrastructure supporting today's urban systems and operations as well as public and private activities) presents and exacerbates vulnerability of societies and economies to threats posed by natural or man-made disasters. At the core of challenges in developing countries, as noted by a recent study of global risks, is the inability of governments to provide adequate infrastructure and basic services, and the declining ability of public institutions to deliver on the social contract is noted as a feature of urban fragility or fragile cities in developing countries.⁶⁹

Inclusive and responsive urban governance is becoming increasingly critical as inequality, exclusion, safety and security issues accompany urbanization trends in the global South. UNDP is addressing the urbanisation issue from an integrated perspective and is therefore developing a corporate strategy on Sustainable Urbanisation⁷⁰. In line with the strategy, UNDP will work closely with partners across UNDP and the UN system, as well as with the private sector and civil society organizations from the global to the local level, to develop and implement strategic policies and innovative programmes.

Environmental governance and sustainable resource management

Economic growth is often achieved at high environmental and social cost. For example, the management of the environmental impact of extractive industries is one of the most critical challenges facing resource-dependent developing countries in their efforts to advance more sustainable social, environmental, and economic development goals. Growth of these industries can bring much-needed resources to finance social and economic development. Too often, however, extractive industries can raise as many concerns as they bring opportunities and benefits. The exploitation of oil, gas, and minerals frequently triggers and sustains environmental degradation, conflict, corruption and human rights violations – often disproportionately affecting indigenous peoples and women.

The Sustainable Development Goals are clear proof of increased global awareness of the critical importance of both governance and environmental issues. Improved and equitable natural resource management, including the extractive industries sector, will provide enormous benefits for poor and vulnerable groups in developing countries, in the form of better health and more sustainable livelihoods.

Environmental management cannot just be treated as the domain of technical experts, engineers, and scientists, no matter how skilled and committed they are. Attention to human rights, transparency, accountability, equity, sustainability and non-discrimination is necessary to address some of the most important challenges in natural resource management.

Translating environmental intentions and targets into concrete results therefore requires other governance capacities, that are often weak in many developing countries, to be strengthened, such as monitoring the implementation of laws and regulations; coordination across ministerial/agency boundaries; central-local communication and coordination; access to information and inclusive participation so that policy-making will not be dominated by the interests of more politically and economically powerful groups.

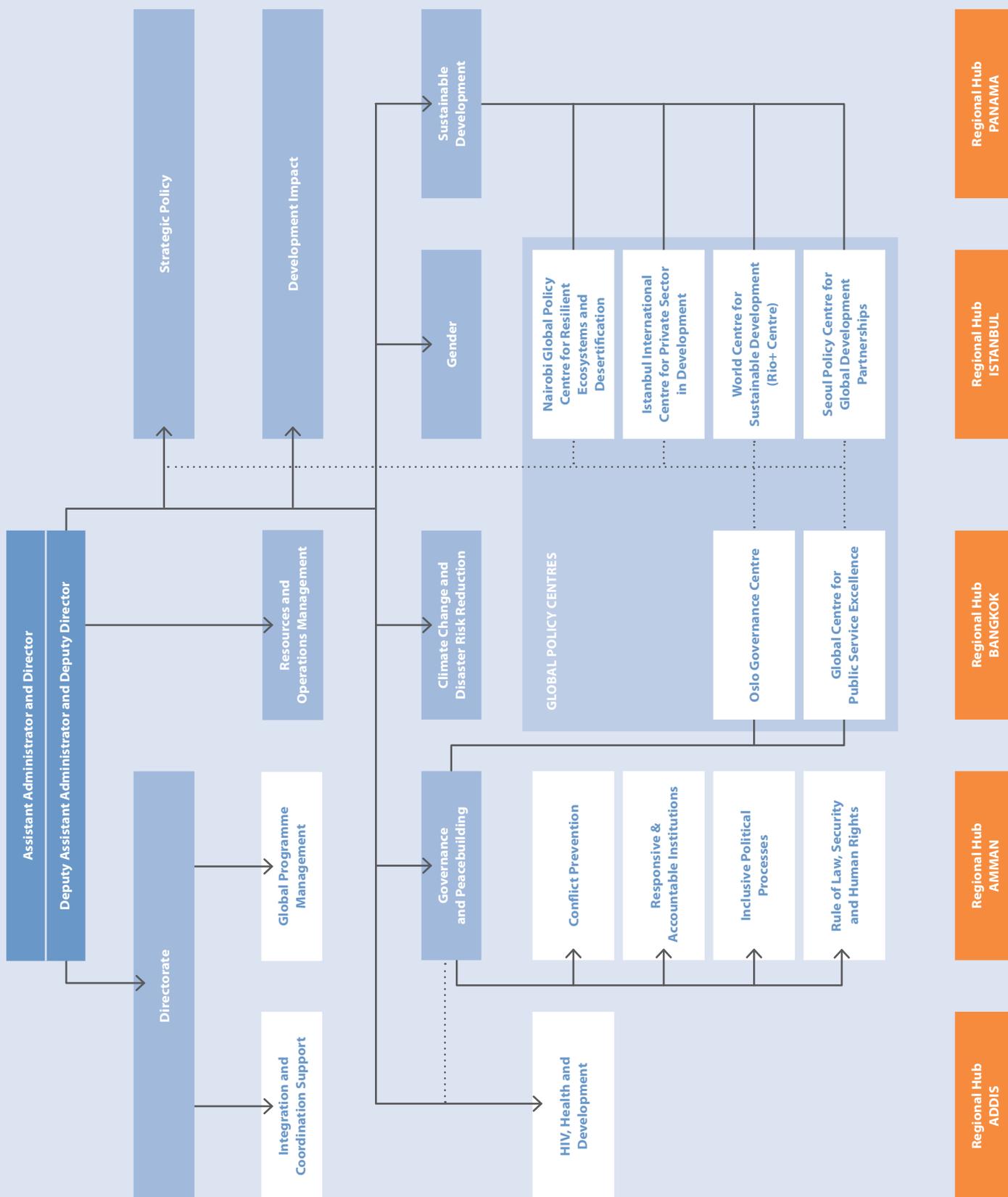
UNDP will pilot innovative approaches to environment and natural resources management by bringing its most up-to-date governance expertise into ongoing environmental projects. UNDP will also partner with other agencies to help bring on board the latest experience in Human-Rights-based approaches to Environmental Governance.

Addressing governance and peacebuilding in early recovery

UNDP's comparative advantage lies in its ability to link the immediate relief efforts with the longer-term recovery work. UNDP is well placed to support a more comprehensive approach to an urgent crisis response, building on its programs and projects in place prior to the crisis, and making sure that the immediate recovery includes conflict sensitive governance and peacebuilding initiatives.

While rapid economic recovery and the restoration of livelihoods and security are critical, early attention is also needed to ensure the extension of state authority to the sub-national level, the coordination and communication within government and between government and affected communities, the presence of internal and external control mechanisms to ensure integrity, transparency and accountability in the recovery efforts and the participation of different actors in the recovery efforts (nationally-led plans and assessments) and related decisions, in particular women and youth. The restoration of access to justice systems and redress mechanisms, and conflict prevention measures to address tensions resulting from resource scarcities and displacements are equally important in the early recovery phase.

ANNEX I: BUREAU FOR POLICY AND PROGRAMME SUPPORT – ORGANIZATION CHART



ANNEX II: OUTCOMES AND OUTPUTS IN THE UNDP STRATEGIC PLAN 2014-2017 THAT HAVE A DIRECT BEARING ON THE WORK OF THE GOVERNANCE AND PEACEBUILDING CLUSTER

<p>Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance</p>	<p>Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services</p>	<p>Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment</p>
<p>Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions</p>	<p>Output 3.1. Core functions of government enabled (in post conflict situations) to ensure national ownership of recovery and development processes</p>	
<p>Output 2.2. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders</p>	<p>Output 3.2. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public</p>	<p>Output 4.2. Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV)</p>
<p>Output 2.3. Capacities of human rights institutions strengthened</p>	<p>Output 3.3. National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of HIV and related services</p>	<p>Output 4.3. Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment</p>
<p>Output 2.4. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development</p>	<p>Output 3.4. Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress</p>	<p>Output 4.4. Measures in place to increase women's participation in decision-making</p>
<p>Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</p>	<p>Output 3.5. Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence</p>	
<p>Output 2.6. Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice)</p>	<p>Transitional Output 3.6. Governance institutional, and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals</p>	

Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change	Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings	Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles
<i>Output 5.1.</i> Mechanisms in place to assess natural and man-made risks at national and sub-national levels		<i>Output 7.1.</i> Global consensus on completion of MDGs and the post 2015 agenda informed by contributions from UNDP
	<i>Output 6.2.</i> National and local authorities/ institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts	<i>Output 7.2.</i> Global and national data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable development goals
		<i>Output 7.3.</i> National development plans to address poverty and inequality are sustainable and risk resilient
<i>Output 5.4.</i> Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community	<i>Output 6.4.</i> Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development	
<i>Output 5.5.</i> Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions		<i>Output 7.5.</i> South-South and Triangular cooperation partnerships established and/or strengthened for development solutions
<i>Output 5.6.</i> Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes		<i>Output 7.6.</i> Innovations enabled for development solutions, partnerships and other collaborative arrangements
		<i>Output 7.7.</i> Mechanisms in place to generate and share knowledge about development solutions

ANNEX III: COMPARISON BETWEEN THE TARGETS IN SDG 16 AND THE GOVERNANCE, CONFLICT PREVENTION AND PEACEBUILDING OUTPUTS IN THE UNDP STRATEGIC PLAN

Targets under SDG16	Links to approved outputs in the Strategic Plan (see detail on outputs in Annex 1)
16.1. Significantly reduce all forms of violence and related death rates everywhere	Output 2.2. (anti-corruption); Output 3.5. (citizen safety and reduction of violence); Output 4.2. (sexual and gender based violence).
16.2. End abuse, exploitation, trafficking and all forms of violence and torture against children	Output 2.3. (human rights institutions); Output 3.5. (citizen safety and reduced levels of violence)
16.3. Promote the rule of law at the national and international levels, and ensure equal access to justice for all	Output 2.6. (legal reforms to fight discrimination); Output 3.4. (RoL and Access to Justice); Output 3.5. (citizen safety and reduction of violence)
16.4. By 2030 significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organized crime	Output 2.2. (anti-corruption); Output 3.5. (citizen safety and reduction of violence)
16.5. Substantially reduce corruption and bribery in all its forms	Output 2.2. (anti-corruption)
16.6. Develop effective, accountable and transparent institutions at all levels	All outputs have an explicit or implicit link to institutional development but in particular outputs 2.1.; 2.2.; 2.3; 2.4; 3.1.; 3.2; 3.4.; 3.5.
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Output 2.1. (inclusive political processes); Output 3.2. (local governance); 4.4. (women participation in decision-making)
16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance	
16.9. By 2030, provide legal identity for all, including birth registration	Output 2.3. (human rights institutions); Output 3.4. (RoL and Access to Justice)
16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	Output 2.3. (human rights institutions); Output 2.4. (civic engagement); Output 2.6. (legal reforms to fight discrimination); Output 3.1 (core government functions in post-conflict situations); Output 3.2 (local government capacities); Output 3.4. (RoL and Access to Justice)
16.a. Strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime	Output 3.5. (citizen safety and reduction of violence)
16.b. Promote and enforce non-discriminatory laws and policies for sustainable development	Output 2.2.; Output 2.6.

ANNEX IV: END NOTES

1. For UNDP, civil society “constitutes the full range of formal and informal organizations that are outside the state and market. This includes social movements, volunteer organizations, indigenous peoples’ organizations, mass-based membership organizations, non-governmental organizations, and community-based organizations, as well as communities and citizens acting individually and collectively.” See http://www.undp.org/content/undp/en/home/ourwork/funding/partners/civil_society_organizations.html
2. For the purpose of this paper, wherever the term ‘citizen’ is used, it refers not to a national of a particular country but to a person subject of rights and obligations that have to be respected and promoted by states and other actors.
3. *Transforming our World: the 2030 Agenda for Sustainable Development*, General Assembly (A/RES/70/1), 25 September 2015.
4. United Nations (2014), *The Millennium Development Goals Report*. <http://www.un.org/millenniumgoals/2014%20MDG%20report/MDG%202014%20English%20web.pdf>
5. The Economist Intelligence Unit (2016), *Democracy Index 2015: Democracy in an Age of Anxiety*. http://www.isie.tn/wp-content/uploads/2016/01/Economist_Intelligence_Unit-Democracy-Index-2015.pdf
6. Hoeffler and Fearon (2014), *Copenhagen Consensus: Benefits and Costs of Conflict and Violence Targets for the Post-2015 Development Agenda*. <http://www.copenhagenconsensus.com/publication/post-2015-consensus-conflict-and-violence-assessment-hoeffler-fearon>
7. Between the late 1980s and 2008, people in the world’s top 1 per cent saw their incomes increase by 60% while those in the bottom 5% experienced no change in income. The world’s richest 1 per cent had 43 per cent of the world’s total wealth by 2010 while the lowest 50 per cent held just under 2 per cent. Milanovic (2012), *The Haves and the Have-Nots: A Brief and Idiosyncratic History of Global Inequality*.
8. UNU Centre for Policy Research (2014), *Major Recent Trends in Violent Conflict: background paper for UNSG’s High-level Independent Panel on Peace Operations*.
9. Heidelberg Institute for International Conflict Research, *Conflict Barometer 2015*, p. 13.
10. Between 1990 and 2004, 33% of peace agreements and 42% of the ceasefires collapsed within the first five years. Human Security Report 2009/2010: *The Causes of Peace and the Shrinking Costs of War*. New York: Oxford University Press, 2011.
11. *The Challenge of Sustaining Peace*, op. cit.
12. UNHCR puts the number of forcibly displaced persons at 65.3 million by the end of 2015. UNHCR, *Figures at a Glance*, <http://www.unhcr.org/en-us/figures-at-a-glance.html>, accessed on 15 September 2016.
13. According to the WHO/UNDP (2014) *Global Status Report on Violence Prevention*. Some 475,000 people were murdered in 2012, the latest year for which data is available. See http://www.who.int/violence_injury_prevention/violence/status_report/2014/en/
14. See <http://www.gsdr.org/go/fragile-states/chapter-1-understanding-fragile-states/definitions-and-typologies-of-fragile-states>
15. OECD (2006), *DAC Guidelines and Reference Series Applying Strategic Environmental Assessment: Good Practice Guidance for Development Co-operation*.
16. EU, UNDP, World Bank (2008). *Joint Declaration on Post-Crisis Assessments and Recovery Planning*. Press release. http://siteresources.worldbank.org/EXTLICUS/Resources/Trilateral_JD_on_post_crisis_assessments_final_draft_15_September_08_logos.pdf
17. OECD, *States of Fragility 2015: Meeting Post-2015 Ambitions*. http://www.oecd-ilibrary.org/development/states-of-fragility-2015_9789264227699-en;jsessionid=2mfe06ii8log6.x-oecd-live-02
18. UNDP welcomes the OECD’s new approach to assessing vulnerability. It is positive to move beyond placing countries on a list of fragile states to consider, instead, the dimensions of fragility that can exist in any country. <http://www.undp.org/content/undp/en/home/presscenter/articles/2015/03/27/undp-welcomes-new-oecd-report-on-fragility-.html>
19. Møller and Skaaning (2013). *The Third Wave: Inside the Numbers*. *Journal of Democracy*, October 2013, Volume 24, Number 4. <http://www.journalofdemocracy.org/sites/default/files/Moller-24-4.pdf> Borden (2013), *How Many Democratic Nations Are There?* September 29, <http://www.borgenmagazine.com/many-democratic-nations/>

20. Diamond (2015), *Facing up the democracy recession*, Journal of Democracy, January 2015, Volume 26.
21. The concept of the social contract can be traced to Rousseau's treatise on the term in 1762, or even further back to ancient Greece. It is a widely used term in political theory and is now commonplace in the development sector. In some cases, there are synonyms for the social contract, such as 'political settlements' or 'social compacts'. For example, it is alluded to in the New Deal for International Engagement in Fragile States launched in Busan in 2011. The New Deal focuses on, among other things, the fostering of inclusive political settlements. See also UNDP (2012) *Governance for Peace*. New York: UNDP, p. 18. This paper uses the term 'state-society compact'.
22. Indeed, the far-reaching scope of the 2030 Agenda for Sustainable Development reflects a new way of thinking about global challenges and responses. See <http://www.un.org/sustainabledevelopment/sustainable-development-goals>
23. The state-society compact applies to both the national and city/municipality/community level. A solid compact at national (or federal) level may not always translate into a solid and inclusive social compact in all local communities. Some cities may be particularly vulnerable. Vice versa, in societies with a weak state-society compact, there can be very strong compacts at the community level.
24. Helen Clark (2014), Speech at the 2014 EU High Level Resilience Forum, 28 April, <http://www.undp.org/content/undp/en/home/presscenter/speeches/2014/04/28/helen-clark-speech-at-the-2014-eu-high-level-resilience-forum.html>
25. UNDP (2011), *Towards Human Resilience: Sustaining MDG Progress in an Age of Economic Uncertainty*. http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/inclusive_development/towards_human_resiliencesustainingmdgprogressinanageofeconomicun.html
26. UNDP (2010), *Human Development Report: The Real Wealth of Nations*.
27. Duit, Galaz, Eckerberg and Ebbesson (2010), *Governance, Complexity and Resilience*, Global Environmental Change 20 (3): pp. 363-368. See also OECD (2014), *Boosting Resilience through Innovative Risk Governance*. http://www.oecd-ilibrary.org/governance/boosting-resilience-through-innovative-risk-management_9789264209114-en
28. Chandler (2013), *Resilience: The Governance of Complexity*. London: Routledge.
29. UNDP (2013), *Democratic Governance and Diverging Pathways to More Inclusive Societies*. <http://www.br.undp.org/content/dam/undp/library/Democratic%20Governance/2013-DG-Year-in-review.pdf>
30. These four work streams replace the 12 services lines that existed, prior to the restructuring, in the two central policy bureaus.
31. See Institutional and Context Analysis Guidance Note: http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/oslo_governance_centre/Institutional_and_Context_Analysis_Guidance_Note.html
32. See UN HRBA Portal which features a collection of resources designed to assist the practitioner at the country office level integrate a human rights-based approach into their programming work. The portal is supported by the undg Human Rights Working Group - <http://hrbaportal.org/>
33. See UNDP's Social and Environmental Standards: <http://www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-standards.html>
34. The restructuring led to the merger of the two former policy bureaus - the Bureau for Development Policy (BDP) and the Bureau for Crisis Prevention and Recovery (BCPR).
35. Resolution of the Security Council 2171 of 21 August 2014 (S/RES/2171 (2014)) calls for an integrated approach to conflict prevention, preventive diplomacy, mediation and peaceful settlements of disputes. See <http://peacemaker.un.org/sites/peacemaker.un.org/files/SRES2171-SystApproachConflictPrev-en.pdf>
36. SDG 16 calls on UN member states to "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels." It includes 12 targets, and its content was supported by an open working group of Member States. See <http://www.un.org/sustainabledevelopment/peace-justice/>
37. BBPS Works with CRU through the Executive Team which brings together all UNDP bureaus and takes strategic decisions in relation to positioning, programmatic response and partnership building. BPPS is also establishing time-bound issue-specific 'Development Solutions Teams' to promote multi-disciplinary approaches to new challenges. DSTs were created for the Ebola outbreak as well as the crisis in Yemen.
38. The Strategic Plan outlines 7 main outcomes. These include: (1) Ensuring growth and development are inclusive and sustainable; (2) Meeting citizen expectations for voice, development and the rule of law and accountability within a democratic governance framework; (3) Strengthening institutions to deliver universal access to basic services; (4) Achieving progress in reducing gender inequality and promoting empowerment; (5) Reducing the likelihood of conflict and lower the risk of natural disasters; (6) Promote early recovery and rapid return to sustainable development pathways in post-conflict/disaster settings, and (7) Prioritize poverty, inequality and exclusion in development debates.
39. The Strategic Plan emphasizes several broad priorities with regard to governance and resilience that are important to single-out. These include enabling governance processes, governance strengthening and

innovation, peacebuilding and state-building in post-conflict settings, and disaster and risk reduction preparedness, response and recovery.

40. This includes outputs 2.1, 2.2, 2.3, 2.4, 2.5, and 2.6 of the Integrated Results and Resources Framework.
41. This includes outputs 3.1, 3.2, 3.4, and 3.5. of the Integrated Results and Resources Framework.
42. This includes outputs 4.2, and 4.4. of the Integrated Results and Resources Framework.
43. This includes outputs 5.1, 5.4, 5.5 and 5.6. of the Integrated Results and Resources Framework.
44. This includes outputs 6.2 and 6.4. of the Integrated Results and Resources Framework.
45. This includes outputs 7.2, 7.3, 7.5, 7.6 and 7.7. of the Integrated Results and Resources Framework.
46. The purpose of 'mainstreaming' is to help governments land the agenda at the national level (i.e. integrating the agenda into national development strategies, plans and budget allocations and deciding on sequencing of reform priorities. The purpose of 'acceleration' is to assist member states and other stakeholders to assess the challenges they face when implementing the new agenda, detect the bottlenecks that hamper progress and suggest solutions to enable to meet the agreed targets. Finally, UNDG members will explore how they can provide fast, effective, and coordinated support, drawing on their respective mandates and skills.
47. UNDP is a key partner in the G7+ Group of fragile states and co-chair of the International Dialogue on Peacebuilding and Statebuilding.
48. Examples of this include the Global Focal Point arrangement with the Department of Peacekeeping Operations (DPKO), the Joint Program to build Capacities for Peace with the Department of Political Affairs (DPA) and collaboration with the United Nations Office for Drugs and Crime (UNODC) to address corruption and legal aid.
49. For more information on the Funding Windows, see <http://www.undp.org/content/undp/en/home/ourwork/funding/funding-windows.html>
50. A study conducted for the OECD (2009) showed that, "donors can inadvertently do harm when the resources they deliver or the policy reforms they advocate exacerbate rather than mitigate the conditions for violent conflict, or they weaken rather than strengthen the state as a site of decision making and policy formation over the deployment of public resources. They can do harm when aid is delivered in such a way as to act as a disincentive to states to consolidate their own revenue base. By not understanding the history and power dynamics in a partner country, donor actions can disrupt the political settlement that underpins the state, weakening the incentives for powerful elites to 'buy in' to statebuilding processes and increasing their incentives to 'opt out.'" OECD (2010), *Do No Harm: International Support for State-building*, available at: <http://www.oecd.org/dac/governance-peace/conflictfragilityandresilience/docs/do%20no%20harm.pdf>
51. Lesbian, Gay, Bi-sexual, Transsexual and Inter-sex people.
52. http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/local_governance/integrated-framework-to-support-local-governance-and-local-devel.html
53. There is an explicit reference to 'good governance' in paragraphs 9 and 35 of the Resolution of the General Assembly A/RES/70/1 dated 25 September 2015 on Transforming our World: the 2030 Agenda for Sustainable Development.
54. For more details, see *UNDP Support to the Implementation of Sustainable Development Goal 16*: www.undp.org/content/dam/undp/library/Sustainable%20Development/16_peace_Jan15_digital.pdf?download
55. UNDP's 'Final report on illustrative work to pilot governance in the context of the SDGs' showcases the feasibility of measuring governance-related targets through pilot work in 5 countries: <http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/final-report-on-illustrative-work-to-pilot-governance-in-the-con.html>
56. Institute for Economics and Peace (2015), *Peace and Corruption*, available at <http://reliefweb.int/report/world/peace-and-corruption-2015-lowering-corruption-transformative-factor-peace>
57. See <http://www.unwomen.org/en/what-we-do/leadership-and-political-participation/facts-and-figures>
58. See <http://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-equality-strategy-2014-2017.html>
59. See <http://wps.unwomen.org/en/highlights/global-study-release>
60. See http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s_res_2242.pdf
61. See <http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/youthstrategy/>
62. See www.unyouthswap.org
63. See <http://www.undp.org/content/undp/en/home/presscenter/pressreleases/2015/12/09/united-nations-security-council-adopts-ground-breaking-resolution-on-youth-peace-and-security.html>
64. See paragraph 36 of the Resolution of the General Assembly A/RES/70/1 dated 25 September 2015 on Transforming our World: the 2030 Agenda for Sustainable Development.

65. See <http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/conflict-prevention/discussion-paper---preventing-violent-extremism-through-inclusiv.html>
66. UN World Urbanization Prospects: The 2014 Revisions. The global urban population in 2014 is 3.9 billion, and expected to rise to 6.3 billion by 2050.
67. UN Habitat (2015).
68. For details, see UN Habitat Reports since 2011, the 2012 UN Habitat Concept Paper for the World Urban Forum, and the IOM World Migration Report 2015.
69. See World Economic Forum Global Risks 2015 <http://reports.weforum.org/global-risks-2015/> and Muggah 2015 <http://www.fragilestates.org/2015/03/16/preventing-fragile-cities-from-becoming-failed-cities-by-robert-muggah/>
70. UNDP (2016), Sustainable Urbanization Strategy. See <http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/sustainable-urbanization-strategy.html>

ANNEX V: ABBREVIATIONS AND ACRONYMS

BPPS	UNDP's Bureau for Policy and Programme Support	MDG(s)	Millennium Development Goal(s)
CRU	UNDP's Crisis Response Unit	OECD	Organisation for Economic Co-operation and Development
DPA	UN Department of Political Affairs	PBSO	United Nations Peacebuilding Support Office
DPKO	UN Department of Peacekeeping Operations	PVE	Preventing Violent Extremism
GFP	Global Focal Point	SDG(s)	Sustainable Development Goal(s)
GPC	UNDP's Governance and Peacebuilding Cluster	UNCDF	United Nations Capital Development Fund
HRuF	Human Rights up Front	UNDP	United Nations Development Programme
ICMEA	Inter-Agency Coordination Mechanism on Electoral Assistance	UNIPP	United Nations Indigenous Peoples Partnership
ISACS	International Small Arms Control Standards	UNPRPD	United Nations Partnership to Promote the Rights of Persons with Disabilities
LGBTI	Lesbian, Gay, Bi-sexual, Transsexual and Inter-sex people.	UNV	United Nations Volunteers



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