



UNITED  
NATIONS  
DEVELOPMENT  
GROUP



# PROGRAMMING PRINCIPLES

IINDAF CAMPANTON GUIDANCE

# TABLE OF CONTENTS

<b>1. INTRODUCTION</b>	<b><u>3</u></b>
<b>2. THE CONCEPT</b>	<b><u>4</u></b>
<b>3. MOVING FROM THEORY TO PRACTICE</b>	<b><u>6</u></b>
3.1 Leaving No One Behind	6
3.2 Human Rights, Gender Equality and Women's Empowerment	7
3.3 Sustainability and Resilience	7
3.4 Accountability	8
3.5 Key Questions for the Application of the Programming Principles	8
<b>4. LESSONS LEARNED, TIPS AND GOOD PRACTICE FROM REAL COUNTRY EXAMPLES</b>	<b><u>13</u></b>
4.1 The CCA in Guinea-Conakry	13
4.2 Strategic Prioritization for the UNDAF Botswana (2017-2021)	13
4.3 Using the Gender Scorecard	14
<b>5. TOOLS AND RESOURCES</b>	<b><u>15</u></b>
Children	15
Corruption	15
Culture and Intellectual Property	16
Disabilities	16
Disaster Risk Reduction	16
Drugs and Crime	16
Education	16
Environment and Climate Change	16
Financing, Partnership and Cooperation	17
Food and Agriculture	17
Governance	17
Health	17
Human and Sustainable Development	17
Human Rights	17
Human Rights at Work	17
Human Settlements	17
Indigenous and Minority Peoples	17
Population	17
Racism	18
Refugees, Stateless and Displaced Peoples	18
Sports	18
Trade	18
Women and Gender Equality	18

# 1. INTRODUCTION

This document is intended to assist UN Country Teams (UNCTs) to better apply the four programming principles underpinning the United Nations Development Assistance Framework (UNDAF). To be meaningful, all four programming principles should be applied in an integrated manner through all stages of the process. The guidance therefore focuses on bringing forward key questions that should be asked at all the different stages of preparing the UNDAF as well as subsequent implementation and monitoring. This guidance should be read as a complement to the 2017 UNDAF Guidance, and relates closely to the other seven companion guidance pieces,<sup>1</sup> particularly on the Common Country Analysis (CCA); these delve into more specific guidance on different aspects.

The four core programming principles must be addressed in the theory of change and then trickle down to outcomes, outputs and key activities as a coherent thread of the UNDAF. Recognizing the wide variety of country contexts, and following a proper CCA, the programming principles may manifest in overarching objectives, in specific programmatic interventions and/or in joint or mandate-specific advocacy in line with the 2030 Agenda for Sustainable Development. As the purpose of the companion pieces is to provide practical hands-on guidance for applying the 2017 UNDAF Guidance, they will be updated regularly to include best practices and lessons learned. Good examples of how the programming principles have been applied at the different stages of the UNDAF are listed at the end of this companion piece.

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<sup>1</sup> The other seven companion pieces are: the UN Vision 2030, the CCA, the theory of change, communications and advocacy, capacity development, monitoring and evaluation, and funding to financing.

## 2. THE CONCEPT

The undg has identified four programming principles, with leaving no one behind as the overarching principle that unifies UN programming, policy and advocacy efforts. Leaving no one behind and reaching the furthest behind first is the central promise of the 2030 Agenda and represents the commitment of the United Nations to address the multidimensional causes of poverty, inequalities and discrimination, and reduce vulnerabilities of the most marginalized in society, including non-citizens. The pledge to leave no one behind is underpinned by the other programming principles: **human rights, gender equality and women's empowerment; sustainability and resilience;** and **accountability**. These principles are reflected in the 2030 Agenda, and are grounded in the UN Charter and international treaties and norms.

Applied in an integrated manner, the programming principles can help the UN development system to better respond to the latest Quadrennial Comprehensive Policy Review (QCPR) directives to reduce fragmentation, and enhance coherence and efficiency; to address the full range of development challenges as set out in the 2030 Agenda for Sustainable Development in accordance with the purposes and principles of the UN Charter so that no one is left behind; and to assist countries through normative support in compliance with international law and in accordance with their national ownership, plans and priorities. Knowing how to meet these norms and standards, consistently and effectively, in policy, advocacy, programming and engagement with national counterparts, is essential for the success of the UN system on the ground.

The United Nations General Assembly and Security Council resolutions in 2016 on sustaining peace<sup>2</sup> seek to increase the focus of the UN system on preventing conflicts, so that not only the symptoms, but also the root causes of conflicts are addressed. Thus, UNDAFs and related processes should be connected to humanitarian action, and UN peacekeeping operations or special political missions, to ensure that the different UN processes and programmes collectively contribute to longer term development gains.<sup>3</sup> This does not mean that every UN programme in a country has to be reflected in the UNDAF. There are circumstances—for example in sudden onset emergencies or natural disasters—where different appeals will need to be developed to ensure that the UN system can provide countries with robust and solid support. All plans should be aligned with each other, however, and as far as possible, the shift should be from response to prevention, through supporting countries to reach the vision and goals of the 2030 Agenda.

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<sup>2</sup> See: General Assembly resolution 70/262 and Security Council resolution 2282 (2016).

<sup>3</sup> See: General Assembly resolution 71/243, paragraph 24.



**FIGURE 1.**  
OVERVIEW OF THE RELATIONSHIPS AMONG THE FOUR PROGRAMMING PRINCIPLES AS WELL AS THE DIFFERENT APPROACHES AND THEIR LINKS TO THE 2030 AGENDA

# 3. MOVING FROM THEORY TO PRACTICE

In moving from theory to practice, it is important that a number of questions are asked by all involved UN agencies at all stages of the UNDAF process. If the programming principles, and in particular the overarching pledge to leave no one behind, are not properly integrated from the outset of the design phase, it will be more difficult to ensure their application throughout the programme cycle. Particularly relevant is to agree which groups are currently the furthest behind in the country and which groups are at risk of being left behind. This will vary from one context to another, but the considerations should always take into account everyone living in a country, including non-citizens and groups who may be stigmatized or discriminated against for different reasons. The framework in section 3.5 is intended to guide the deliberations at each stage.

For the UN to succeed in leaving no one behind, the **UN Vision 2030** (hyperlink to UN Vision 2030 companion guidance) and the **CCA** (hyperlink to CCA companion guidance) should be grounded in proper analysis, supported by data, on which groups in a country may be at risk of being left behind. This should include non-nationals such as refugees, migrant workers and stateless people who may not always be included in national development plans. Depending on the country context, the UNCT may opt to utilize the process of developing an UNDAF to support national authorities to ensure that all population groups are included in national plans aimed at progressively achieving the 2030 Agenda. In certain country contexts, data may be insufficient, or there may be other challenges to targeting programmes to those who are, or risk being, left the furthest behind. Based on international human rights instruments and the UN system's normative role, the UNCT may decide to embark on quiet diplomacy or more robust advocacy to highlight the rights and needs of specific groups, including those marginalized within a society, who may need additional focus.

## 3.1 LEAVING NO ONE BEHIND

In working to leave no one behind, the UNCT should strive to identify and reach populations groups that are, or that are at risk of, being left behind. Once marginalized groups

and the reasons for marginalization have been identified, the formulation of goals will be less challenging. Depending on context, there may be a need to design programmes or otherwise promote financial and social inclusion, enjoyment of rights and access to essential services for population groups that are left behind. In countries with weak institutional capacities, UN work to ensure that no one is left behind might involve direct service delivery interventions aimed at strengthening or fulfilling rights, complemented by targeted institutional development support to strengthen local capacity (see also companion guidance piece on Capacity Development – create hyperlink).

A practical example is that it will be impossible for countries to reach Sustainable Development Goal (SDG) 4 of ensuring education for all unless education is also offered to displaced populations. This means that the education needs of displaced and stateless children and youth need to be addressed, on par with the education needs of all citizens, in national action plans to reach SDG 4. Today, despite progress made for the general population under the Millennium Development Goals, some 50 percent of forcibly displaced children never have the opportunity to attend formal schools. The UNCT may have to advocate for the inclusion of all children, as well as provide transitional support to the Government, local authorities and the displaced in order to ensure progress towards SDG 4. Normative work so that laws aimed at safeguarding children's right to education cover all children may also be necessary.

## 3.2 HUMAN RIGHTS, GENDER EQUALITY AND WOMEN'S EMPOWERMENT

The 2030 Agenda has as a central objective to "realize the human rights of all and to achieve gender equality and the empowerment of all women and girls." Its implementation must be in accordance with international law. As such, an important purpose of UN cooperation through the UNDAF is to contribute to the realization of human rights in a given country, including gender equality and women's empowerment. Using a [human rights-based approach](#), UN agencies need to ensure that all stages of UN common

programming are based on international standards and key human rights principles (equality and nondiscrimination, participation and accountability), and that they are aimed at developing the capacities of rights-holders to claim their rights and duty-bearers to fulfil their obligations. The five key areas to bear in mind are: alignment with international standards; a focus on addressing inequalities and discrimination; meaningful participation by all stakeholders; due diligence; and the reduction of gender inequalities by empowering all women and girls.

As an example, in ensuring women's empowerment, it is important that UNCTs elaborate how the UNDAF helps the empowerment and advancement of women and girls, men and boys, depending on the particular situation in each country. To ensure the gender aspect is fully integrated in programme design, the mere provision of sex-disaggregated data is not enough. Gender equality concerns should be fully and consistently reflected in the programmes under the UNDAF, and be specifically outlined as part of the outcomes and outputs under each target and indicator.

### 3.3 SUSTAINABILITY AND RESILIENCE

There are strong interlinkages between sustainability and resilience, peace and security. Environmental degradation can contribute to the outbreak of violence and the loss of livelihoods. Mass movements of people due to forced displacement can overwhelm national social systems and labour markets, and destabilize the economy and political situation. Illegal logging, poaching and the associated illegal trade as well as corruption, are symptomatic of failures in natural resources governance and enforcement. Connecting risk analysis and resilience-building efforts across geopolitical, natural, social and economic issues can prepare for, mitigate or prevent negative impacts leading to more sustainable impacts of programming and investments.

It is important to bear in mind the six integrated elements of sustainability, described in the 2017 UNDAF Guidance, and the core elements of resilience. The six core elements relate to: 1) the reflection of interconnections among the social, economic and environmental dimensions of sustainable development and sustainability and risk management, and strengthening national capacities; 2) applying social and environmental standards; 3) supporting integration of environmental issues and social protection in national policies; 4) ensuring links with emergency, crisis and humanitarian systems; 5) addressing sustainability, resilience and interconnections among issues related to development, the environment, human rights, conflict and vulnerability; and 6) ensuring consistency between UNDAF outcomes and objectives in national development policies, budgets and plans.

The four core elements of resilience are : 1) analysis of the complex set of shocks and long-term trends, from natural hazards as well as economic, social and geopolitical factors, and how these affect different layers of society; 2) identification of resilience-building capacities that can be applied to ensure actions do no harm and promote synergies among UN programmes; 3) application of risk management and resilience-building approaches, including in difficult contexts and fragile states, and for difficult to reach population groups; and 4) mainstreaming of economic, environmental and social sustainability into programming.

Following these principles, the UNDAF should assist the government to ensure protection against the local risk landscape, reinforce local and national institutions wherever possible, and ensure that actions do not inadvertently harm or reinforce risks for vulnerable groups. This also means ensuring that internationally agreed conventions and United Nations General Assembly resolutions, including the [Paris Agreement](#), [Addis Ababa Action Agenda](#) , the [United Nations Framework Convention on Climate Change](#), the [Sendai Framework for Disaster Risk Reduction](#), the [Quito Declaration on Sustainable Cities and Human Settlements for All](#) and the General Assembly resolution on [Addressing Large Scale Movements of Refugees and Migrants](#) are considered.

### 3.4 ACCOUNTABILITY

In addition to the elements listed in the 2017 UNDAF Guidance, it is important to bear in mind that accountability is often viewed from two different perspectives. First, the 2030 Agenda is clear on the need to enhance the accountability of all actors at global, regional and national levels, and the commitment to help build "effective, accountable and inclusive institutions at all levels." Thus, UN agencies in a country should support the government and its institutions to build and improve accountability. This can be done by promoting adherence to human rights norms and ensuring that people residing in a country have the means to participate in and provide feedback on government programmes and institutions. As supporting the development and use of transparent and robust data and information for policy formulation at the national level can be a good entry point, joint programmes can be designed around this objective.

Secondly, the UN itself must be accountable for its own programmes and strive to ensure beneficiary participation at all phases, including programme design and implementation. There are several tools available to try and ensure accountability to affected populations is reflected in UN programming.<sup>4</sup> Broadly speaking, they

<sup>4</sup> See, for example, <https://interagencystandingcommittee.org/accountability-affected->

### 3.5 KEY QUESTIONS FOR THE APPLICATION OF THE PROGRAMMING PRINCIPLES

#### APPLYING THE PROGRAMMING PRINCIPLES: KEY QUESTIONS

**CCA**  
(see also the *CCA companion guidance piece*)

A robust, rights-based and integrated CCA is a required and essential element of every UNDAF formulation process. The CCA highlights the UN's support for the national 2030 Agenda and provides an opportunity to have a wider national conversation on the UN Vision 2030. The CCA should also determine the UN's comparative advantage. A good starting point is to identify where analyses by the government and UN bodies (including UN human rights mechanisms) are already available.

#### **IDENTIFY WHO IS LEFT BEHIND IN TERMS OF DEVELOPMENT, HUMAN RIGHTS AND THE SDGS.**

- Who and where are the people who are being left furthest behind or at risk of being left behind as others benefit from development progress?
- Who and where are the people who are most vulnerable to risk, particularly when shocks and/or changes in environment, economy or other fields occur? Shocks might include economic downturns, natural disasters, conflict, and social and other unrest.
- Which groups are at risk of being left out of national development processes and of international support?

#### **ANALYSE THE IMMEDIATE, UNDERLYING AND ROOT CAUSES OF RISKS AND EXCLUSION IN ALL AREAS (FOR EXAMPLE: BENEFITS, REDISTRIBUTION OF RESOURCES, ACCESS TO SERVICES, POVERTY AND/OR LACK OF FINANCIAL INCLUSION, RIGHTS).**

- Why are certain people and groups at risk; what are the risks they are facing?
- What are the most immediate manifestations of exclusion? These might include higher unemployment, higher mortality and morbidity rates, higher illiteracy, etc. experienced by some groups compared to the average of the population.
- What are the underlying/institutional causes of exclusion? Causes might include implicit or explicit discriminatory policies, legislation or practices, underfunded social services penalizing those who are furthest behind, etc.
- What are the structural/root causes of development challenges? These might include geographical location, historical factors, issues of power-sharing, patterns of inequalities and discrimination, economic factors, governance and civil-political factors, violence and conflict, issues related to displacement, nationality and legal status, climate change and environment-related factors, etc.
- What are the perceptions of those left behind on their enjoyment of rights and services? What do they consider their priority needs?
- How are environmental concerns addressed in country strategies, such as poverty reduction and sector strategies, and how are they reflected in the national budget?

#### **VERIFY THAT THE ANALYSIS REFLECTS GENDER.**

- Does the CCA properly reflect gender dynamics? Both in its assessment (including through age and sex-disaggregated data and other relevant factors) and its analysis on differentiated impacts (including through an appreciation of the social, legal, political, economic, environmental and cultural dynamics that underpin gender inequality)?

#### **ANALYSE ALL THREE ASPECTS (ECONOMIC, SOCIAL AND ENVIRONMENTAL) OF SUSTAINABLE DEVELOPMENT AND THEIR INTERRELATIONS.**

- What are the key factors hampering or favouring progress in all aspects of sustainable



development in an inclusive manner in a given context?

- What are the interlinkages among the various dimensions of sustainable development that deserve particular attention given the UN development system's scope of work and the identified population groups at risk of being left behind? This can include, for example, access to natural resources for livelihood opportunities, the integrated provision of social services in crime-affected peri-urban areas, etc.
- Which objectives and processes are already embedded in development plans at national and local level, and how should the UN development system engage with those?

#### **PROVIDE A RISK-INFORMED ASSESSMENT OF KEY ASPECTS OF RESILIENCE.**

- What are the main shocks that can be expected to occur in the country as a result of natural hazards, and economic, social and geopolitical factors, and how do these affect different layers of society (trans-border, national, local, community, household)?
- Identify the resilience-building capacities that can be applied across the range of development sectors.
- Align short- and long-term action around a far-reaching theory of change that articulates short-, medium- and long-term strategic and planning instruments.
- Ensure that risk management and resilience-building approaches are applied to difficult contexts (fragile states, protracted conflict and displacement) and to different population groups who are disconnected from government services and national political and economic systems.
- Especially in, but not limited to crisis-affected contexts, what is the capacity of the most vulnerable populations to cope and recover?
- In humanitarian settings, how can the UN development system collaborate with other actors to ensure that humanitarian assistance leads to a development and not a dependency pathway?

**UN Vision 2030**  
(see also the *UN Vision 2030 companion guidance piece*)

The UN Vision 2030 paper articulates how the results of the UNDAF are intended to contribute to the broader 15-year span of the 2030 Agenda and the SDGs, and the ways in which it is anticipated that successive UNDAF results will build upon each other.

#### **IDENTIFY RELEVANT HUMAN RIGHTS AND OTHER INTERNATIONAL STANDARDS, NATIONAL COMMITMENTS AND OBLIGATIONS.**

- What are the normative standards relevant to identified development challenges and rights violations? Map out relevant international obligations and commitments, including those related to human rights, gender, environment, etc. Map relevant outputs and recommendations issued by UN human rights mechanisms and other sources, and identify major human rights issues and trends (civil, political, economic, social and cultural rights) in the country. What are the barriers and root causes for violations and non-fulfilment of rights, patterns of inequalities and discrimination, with a gender perspective?
- Are there social and environmental safeguards and grievance mechanisms in place in the country?
- What has been the progress over the last decade in the realization of economic, social and cultural rights, and what should be achieved in the next 15 years?
- What important trends (demographic, economic, environmental, political, regional and international, etc.) that are likely to have positive or negative impacts on the realization of human rights and the achievement of the SDGs in the country need to be factored in?

#### **ANALYSE CAPACITIES AND OPPORTUNITIES TO ADDRESS GAPS.**

- To what extent are the people and groups most likely to be left behind represented in national planning processes?
- What are the opportunities in the economic, socio-cultural, civil-political environment for those left behind to be included? What is, for instance, the government and public opinion on their inclusion in national economic, social-cultural, civil-political arenas?
- What are the country's commitments based on ratified international and regional conventions, the UN Environment Assembly and other intergovernmental fora relevant to the national context?

- What are the roles, responsibilities and capacities of duty-bearers to respect, protect and fulfil the rights of all segments of society and implement the 2030 Agenda? What capacity do they have to support the specific rights and needs of those at risk of being left behind?
- How are existing policies and programmes addressing the rights of identified groups? Are there special initiatives to address the needs of the most vulnerable and to promote inclusion or are public policies blind to historical discriminatory factors?
- What is the capacity of and what are obstacles for all rights-holders to claim rights?
- Does the country collect disaggregated data on vulnerable groups to inform policy? Have issues related to availability, quality, frequency and reliability of national data sources, and gaps and capacities of national data and statistical systems been reviewed?
- Who are the relevant international and national stakeholders (including human rights defenders, national human rights institutions, women's organizations, organizations representing marginalized groups such as persons with disabilities, refugees and stateless people) that the UNCT should engage with to better understand gaps, challenges and opportunities?

## Strategic prioritization

(see also the theory of change companion guidance piece)

Building on the CCA and the UN Vision 2030, the UNCT needs to identify a limited number of strategic priority areas linked to the 2030 Agenda in which the UN has the comparative advantage (i.e., the mandate, capacities and strategic positioning) to make a difference in the country. The strategic prioritization exercise should include 1) identification and agreement on strategic priority areas, 2) preparation of theories of change for the strategic priority areas, 3) agreement on UNDAF outcomes and outputs, and 4) development of an UNDAF matrix with outcomes and outputs, indicators with baselines and targets, and a Common Budgetary Framework.

### IDENTIFY AND AGREE ON STRATEGIC PRIORITY AREAS.

- What areas of intervention have the potential to generate the greatest impact on the lives of people and groups at risk of being left furthest behind?
- If identified groups who are marginalized or at risk of being left behind cannot be supported by UNDAF programming, what are the advocacy, programming or other avenues available (this can include action undertaken independently by UN agencies, funds and programmes under specific mandates)? Are there ways that the UNDAF could support success in these areas?
- Do the planned results adequately address the environmental causes of major development problems and the linkages between the environment and human rights, poverty, democracy, gender, conflicts and vulnerability?

Prepare theories of change to identify and select strategic priority areas.

- Has the theory of change been developed based on active and meaningful consultation with national stakeholders, including in the government, civil society (including those that represent the 'furthest left behind'), the private sector and donors?
- Does the theory of change:
- Demonstrate how the interventions will prioritize excluded and/or marginalized groups such as women, youth, the disabled, migrants, refugees, and stateless and displaced communities, and consider their specific needs?
- Address or mitigate structural barriers; reverse unequal distribution of power, resources and opportunities; remove discriminatory laws; and put in place laws and policies that leave no one behind, and that advance human rights and gender equality?
- Contribute to the development of the capacities of right-holders to enjoy rights and duty-bearers to deliver on their obligations, including the implementation of the 2030 Agenda and the protection of everyone's rights, encompassing those less visible or at risk of marginalization?
- Contribute to resilience and reductions in potential shocks and stresses, including those caused by the effects of climate change, epidemics, natural hazards and conflict?
- Address poverty-environment linkages and contribute to enhancing environmental sustainability?

## Implementation

### RESULT GROUP AND WORK PLAN PARTICIPATION

- Where groups have been identified as being at risk of being left behind, are the agencies, funds and programmes most actively engaged with them present at all stages?
- Does each work plan include an analysis of the potential for new UN joint integrated initiatives with an environment dimension or to scale up existing joint UN initiatives (e.g., the Poverty Environment Initiative, Partnership for Action on Green Economy or UN-REDD [United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation], including through expanding the number of participating UN agencies)?
- Is active and meaningful participation by all stakeholders in all stages of implementation ensured? Will UN agencies identify, engage and ensure meaningful participation in programme design and implementation of specific targeted groups and geographic areas, including in monitoring and decision-making?

### WORK PLAN VIABILITY AND ADHERENCE TO INTERNATIONAL STANDARDS

- Will the potential adverse impacts on the enjoyment of human rights of any programming be actively identified, managed and mitigated?
- Do work plans:
- Include monitoring and managing social and environmental impacts and risks?
- Identify channels for affected groups to voice issues and grievances that may arise during implementation?
- Ensure that the people affected by work plan activities have access to information on their potential environmental and social impacts?
- Does the resource mobilization strategy include mechanisms or options for a more coherent UN system approach to accessing climate financing (including the Global Environment Facility and Green Climate Fund) at the national level?

## Monitoring and evaluation

(see also the monitoring and evaluation companion guidance piece)

Ensuring that programmes are monitored and that the evaluation results feed into ongoing and future programmes with a focus on leaving no one behind.

### DO WORK PLANS AND INDIVIDUAL PROGRAMMES INCLUDE ROBUST, PARTICIPATORY AND TRANSPARENT ACCOUNTABILITY MECHANISMS?

- What are the feedback loops and participatory assessments, or other means to receive and respond to grievances by people affected by programmes (rights-holders)?
- Have human rights-based indicators been identified to measure changes in the patterns of inequalities and discrimination, and to know different effects on the lives of women and men, boys and girls?
- Are data being collected to measure the progress of the groups that are, or risk becoming, furthest behind?
- Are targeted groups engaged in monitoring, with a priority focus on the excluded and marginalized? This can include fully collaborative monitoring and evaluation or collecting feedback from a representative sample of each targeted group to ensure the programme is addressing national and local priorities, as relevant.
- Does the M&E plan include measures to strengthen the capacity of national and local accountability mechanisms, including gender equality mechanisms, to monitor results?
- Does the results framework include appropriate use of indicators disaggregated by income, sex, age, race, ethnicity, migratory status, disability and geographical location as relevant to track progress in reaching targeted groups and to monitor results in delivering benefits?
- How will civil society and other stakeholders be included in the monitoring and decision-making process?
- Does the reporting schedule include links with the Universal Periodic Review and treaty body reporting?
- Is the risk management approach integrated? This approach includes potential social and environmental risks, and how the programme will ensure that appropriate assessment is conducted and mitigation measures put in place.

# 4. LESSONS LEARNED, TIPS AND GOOD PRACTICE FROM REAL COUNTRY EXAMPLES

## 4.1 THE CCA IN GUINEA-CONAKRY.

In Guinea-Conakry, CCA analysis clearly identified people being left behind. The analysis drew on a study that showed that the most disadvantaged social group in Guinea is children living in multidimensional poverty. For example, almost half of children are deprived in at least three dimensions of multidimensional poverty: education, water and sanitation. Child mortality is high with more than 12 percent of the children not reaching their fifth birthday. Young people aged 15 to 35, who account for one-third of the total population, are a second tranche of the population being left behind, with a significant proportion of them not accessing quality technical and vocational training. Finally, the study identified women as a third social group being left behind. Their low human capital negatively impacts their participation in the labour market (49.6 percent against 76.9 percent for men). This CCA also went further to identify the most vulnerable (e.g. orphans, disabled etc.) within each of these broad category of vulnerable groups as well as geographical areas of concentration as a solid foundation for effective targeting through UNDAF-based programming.

The second strength of the study was its causality analysis of key sectors and policies, identifying the immediate, underlying and root causes of prevailing development gaps. This identified the sectors and policy gaps that need to be taken into account to reduce the proportion of people at greatest risk of being left behind. They include failure in the health and education sectors, the poor performance of Guinea's social protection system, climate change and natural disasters, and the vulnerability of the Guinean economy, accentuated in recent years by an export structure largely dominated by mining.

Once the relevant data and policy gaps were identified, the CCA was able to show the areas of cooperation that the UN system could support in the coming five years. In short, the UNCT was able to highlight the underlying causes of multidimensional poverty, inequalities and discrimination, and the reasons why particular groups were left behind, before suggesting lines of actions and cooperation areas in the UNDAF.

## 4.2 STRATEGIC PRIORITIZATION FOR THE UNDAF IN BOTSWANA (2017-2021)

Botswana conducted its strategic planning exercise using three basic documents: the evaluation of the UNDAF 2012-2016, the CCA and the report of a previous UNCT visioning exercise. The process was consultative and participatory, and involved a wide range of partners, including from the Government (mainly relevant line ministries), UN bodies, civil society and other stakeholders. These consultative processes helped to define common sustainable development outcomes, drawn primarily from a strong CCA study and the National Development Plan.

Once the planning exercise had identified key challenges to address during the five years to come, the UN team went through group work and plenary sessions to identify key areas of support that the UN system can provide assistance for, based on comparative advantages. The UN team identified and ranked the key areas of support on a scale of 1 to 5, with the team members explaining the reasons lying behind each and which outcomes could be envisaged. This enhanced the analysis and helped identify strong outcomes. It is expected that this will increase the likelihood that the Government will speed ongoing reforms to leverage budgets to reduce the number of people at greatest risk of being left behind.

### 4.3 USING THE GENDER SCORECARD

In Viet Nam, the UNCT piloted the new SWAP-Scorecard gender assessment at the end of the 2012-2016 UNDAF cycle, and during the finalization of the One Strategic Plan for 2017-2021. The latter outlines assistance in four focus areas with nine outcomes: investing in people; ensuring climate resilience and environmental sustainability; fostering prosperity and partnership; and promoting justice, peace and inclusive government. The plan used a mainstreaming approach, and included gender sensitive strategic interventions under eight of the nine outcomes.

UNCT ownership of gender equality as a guiding principle and critical focus area was evidenced throughout the SWAP-Scorecard assessment, providing a solid foundation for coordinated programming for gender equality and women's empowerment over the One Plan cycle. The assessment revealed that the UNCT meets or exceeds minimum standards for 12 of the 18 performance indicators under the scorecard. The action plan that was developed drawing on the findings of the assessment will help the UNCT sustain and further enhance its achievements over time, including through the implementation of the One Plan.

# 5. TOOLS AND RESOURCES

[UNDG Guidance Note on Human Rights for RCs and UNCTs \(2015\)](#)

[A Resource Book for Mainstreaming Gender in UN Common Country Programming at the Country Level \(2014\)](#)

[UN Common Learning Package on HRBA to Programming](#)

[HRBA Portal](#)

[Factsheet on Human Rights and the Environment; Environmental Rights Database](#)

Links to websites on key multilateral environmental agreements ([biodiversity](#), [climate change](#), [Basel/Rotterdam/Stockholm conventions](#), etc.)

Links to outcome documents of the [UN Environment Assembly](#), [Regional Forum of Environment Ministers](#), [Regional Environmental Health Forums](#), and other relevant intergovernmental forums

[Sustainable Development in Practice: applying an integrated approach in Latin America and the Caribbean](#)

[UNDG RBM Handbook](#)

[IATI Standards](#)

[HLCP Shared Framework for Action on Combatting Inequalities and Discrimination](#)

[IASC Guidance Note for HCTs on Protection Strategies](#)

[Secretary-General's Guidance on Return and Reintegration \(2011\)](#)

[UN Human Rights Due Diligence Policy](#)

[UN Guiding Principles on Business and Human Rights](#)

[UNCT Gender Scorecard \(2009\)](#)

Annex: Normative Framework

## CHILDREN

[Convention on the Rights of the Child \(1989\)](#)  
[World Summit for Children \(1990\)](#)  
[Yokohama Conference on the Commercial Sexual Exploitation of Children \(2001\)](#)

[UN Special Session on Children \(2002\)](#)

[Amsterdam and Oslo Conferences on Child Labour \(1997\)](#)

## CORRUPTION

[United Nations Convention against Corruption \(2003\)](#)

## CULTURE AND INTELLECTUAL PROPERTY

[Convention on the Protection and Promotion of the Diversity of Cultural Expressions \(2005\)](#)

[Convention on the Protection of the Underwater Cultural Heritage \(2001\)](#)

[Convention Concerning the Protection of the World Cultural and Natural Heritage \(1972\)](#)

[Universal Copyright Convention as revised at Paris on 24 July 1971, with Appendix Declaration relating to Article XVII and Resolution concerning Article XI, Protocol 1, Protocol 2 \(1971\)](#)

[Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property \(1970\)](#)

[International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, \(1961\)](#)

[Convention for the Protection of Cultural Property in the Event of Armed Conflict with Regulations for the Execution of the Convention \(1954\), \[First Protocol\]\(#\) \(1954\), \[Second Protocol\]\(#\) \(1999\)](#)

## DISABILITIES

[Convention on the Rights of Persons with Disabilities and the Optional Protocol to the Convention on the Rights of Persons with Disabilities \(2006\)](#)

## DISASTER RISK REDUCTION

[Sendai Framework for Disaster Risk Reduction 2015-2030](#)

[Third UN World Conference on Disaster Risk Reduction](#)

## **DRUGS AND CRIME**

[Single Convention on Narcotic Drugs \(1961\)](#)

[Convention on Psychotropic Substances \(1971\)](#)

[United Nations Convention against the Illicit Traffic in Narcotic Drugs and Psychotropic Substances \(1988\)](#)

[United Nations Convention against Transnational Organized Crime and its Protocols \(2000\)](#)

[General Assembly Twentieth Special Session on the World Drug Problem \(1998\)](#)

[Ninth Congress on the Prevention of Crime and Treatment of Offenders \(1995\)](#)

[Tenth United Nations Congress on Crime Prevention and Criminal Justice](#)

## **EDUCATION**

[Convention against Discrimination in Education \(1960\)](#)

[Convention on Technical and Vocational Education \(1989\)](#)

[World Conference on Education for All \(2000\)](#)

## **ENVIRONMENT AND CLIMATE CHANGE**

[UN Conference on the Human Environment \(1972\)](#)

[World Conference on Environment and Development \(1992\)](#)

[Convention on Biological Diversity \(1992\)](#)

[UN Convention to Combat Desertification \(1994\)](#)

[UN Framework Convention on Climate Change \(1992\)](#)

[Ramsar Convention on Wetlands \(1975\)](#)

[Convention on International Trade in Endangered Species of Wild Fauna and Flora \(1975\)](#)

[Convention on the Conservation of Migratory Species of Wild Animals \(1979\)](#)

[Vienna Convention for the Protection of the Ozone Layer \(1985\) - Vienna Convention for the Protection of the Ozone Layer & Montreal Protocol on Substances that Deplete the Ozone Layer \(Ozone Convention and Protocol\)](#)

[Stockholm Convention on Persistent Organic Pollutants \(2004\)](#)

[Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal \(Basel Convention\)](#)

[Stockholm Convention on Persistent Organic Pollutants](#)

[Rotterdam Convention on Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade](#)

[Bamako Convention](#)

[Multilateral Fund Secretariat for the Implementation of the Montreal Protocol \(Funding Secretariat\)](#)

[Convention on Wetlands of International Importance especially as Waterfowl Habitat, Ramsar \(1971\), Protocol \(1982\), Amendments to Articles 6 and 7 of the Convention \(1987\)](#)

[www.unep.org/law/Law\\_instruments/index.asp](http://www.unep.org/law/Law_instruments/index.asp)

[www.unep.org/delc/InforMEA/tabid/101140/Default.aspx](http://www.unep.org/delc/InforMEA/tabid/101140/Default.aspx)

[United Nations Information Portal on Multilateral Environmental Agreements](#)

[Law and Environment Ontology](#)

## **FINANCING, PARTNERSHIP AND COOPERATION**

[International Conference on Financing for Development \(2002\)](#)

[Third International Conference on Financing for Development \(2015\)](#)

[Paris Declaration on Aid Effectiveness \(2005\) The Fragile States Principles](#)

[The SIDS Accelerated Modalities of Action \[S.A.M.O.A.\] Pathway](#)

[Quadrennial Comprehensive Policy Review](#)

[Framework of operational guidelines on United Nations support to South-South and triangular cooperation](#)

## **FOOD AND AGRICULTURE**

[International Conference on Nutrition \(1992\)](#)

[World Food Summit \(1996\)](#)

[World Food Summit: Five Years Later \(2002\)](#)

## **GOVERNANCE**

[Guidance Note of the Secretary General: United Nations approach to rule of law assistance](#)

[United Nations Human Rights Due Diligence Policy on United Nations Support to non-United Nations Security Forces \(A/67/775-S/2013/110\)](#)



[Guidance Note of the Secretary General: The United Nations and Statelessness \(2011\)](#)

## HEALTH

[International Health Regulation \(2005\)](#)

[WHO Framework Convention on Tobacco Control](#)

[Protocol to Eliminate Illicit Trade in Tobacco Products](#)

[International Health Regulation](#)

[Political Declaration of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases](#)

## HUMAN AND SUSTAINABLE DEVELOPMENT

[Millennium Summit \(2000\)](#)

[World Summit for Social Development \(1995\)](#)

[The World Summit on Sustainable Development  
UN Conference on Sustainable Development \(Rio +20\)  
\(2012\)](#)

[UN Summit for the Adoption of the Post-2015  
Development Agenda \(2015\)](#)

[UN Special Session on HIV/AIDS \(2001\)](#)

## HUMAN RIGHTS

[Universal Declaration of Human Rights \(1948\)](#)

[The core international human rights conventions](#)

[UN declarations and other universal instruments](#)

[The UN human rights mechanisms \(Universal Periodic Review, special procedures and treaty bodies\)](#)

[The Universal Human Rights Index \(database of recommendations from the UN human rights mechanisms, searchable by the SDGs\)](#)

[ILO supervisory bodies \(ILO NORMLEX database\)](#)

## HUMAN RIGHTS AT WORK

[Forced Labour Convention, 1930 \(No. 29\)](#)

[Freedom of Association and Protection of the Right to Organize Convention, 1948 \(No. 87\)](#)

[Right to Organize and Collective Bargaining Convention, 1949 \(No. 98\)](#)

[Equal Remuneration Convention, 1951 \(No. 100\)](#)

[Abolition of Forced Labour Convention, 1957 \(No. 105\)](#)

[Discrimination \(Employment and Occupation\) Convention, 1958 \(No. 111\)](#)

[Minimum Age Convention, 1973 \(No. 138\)](#)

[Declaration on Fundamental Principles and Rights at Work and its Follow-up \(1998\)](#)

[Worst Forms of Child Labour Convention, 1999 \(No. 182\)](#)

[The Declaration on Social Justice for a Fair Globalization \(2008\)](#)

[Protocol of 2014 to the Forced Labour Convention, 1930](#)

[NORMLEX \(database on International Labour Standards, including ratification information, comments of the ILO's supervisory bodies, as well as national labour and social security laws\)](#)

## HUMAN SETTLEMENTS

[UN Conference on Human Settlements](#)

[Second UN Conference on Human Settlements, Habitat II \(1996\)](#)

[UN Conference on Housing and Sustainable Urban Development, Habitat III \(2016\)](#)

[Istanbul +5: Reviewing and Appraising Progress Five Years After Habitat II \(2001\)](#)

## INDIGENOUS AND MINORITY PEOPLES

[The Indigenous and Tribal Peoples Convention, 1989 \(No. 169\)](#)

[Declaration on the Rights of Indigenous Peoples 2007](#)

[Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities \(1992\)](#)

## POPULATION

[The ICPD Beyond 2014 International Conference on Human Rights](#)

[International Conference on Population and Development \(1994\)](#)

## RACISM

[World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance \(2001\)](#)

## REFUGEES, STATELESS AND DISPLACED PEOPLES



[The 1951 Convention Relating to Status of Refugees \(1951\)](#)

[The Protocol \(1967\) relating to the Status of Refugees](#)

[Convention relating to the Status of Stateless Persons \(1954\)](#)

[Convention on the Reduction of Statelessness \(1961\)](#)

[Guiding Principles on Internal Displacement \(2004\)](#)

[African Union, Kampala Declaration on Refugees, Returnees and Internally Displaced Persons in Africa \(2009\)](#)

[The New York Declaration on Addressing Large Scale Movements of Refugees and Migrants](#)

## **SPORTS**

[International Convention against Doping in Sport \(2005\)](#)

## **TRADE**

[Ninth Session of the United Nations Conference on Trade and Development \(UNCTAD IX\) \(1996\)](#)

[Fourteenth Session of the United Nations Conference on Trade and Development \(UNCTAD 14\) \(2016\)](#)

## **WOMEN AND GENDER EQUALITY**

[Convention on the Elimination of All Forms of Discrimination against Women \(1979\)](#)

[Declaration on the Elimination of Violence against Women \(General Assembly resolution 48/104 of 20 December 1993\)](#)

[Fourth World Conference on Women \(1995\)](#)

[World Conference for Women \(Beijing +5\) \(2000\)](#)



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**UNITED  
NATIONS  
DEVELOPMENT  
GROUP**

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**The United Nations Development Group (UNDG) unites the 31 UN funds, programmes, specialized agencies, departments, and offices that play a role in development. Since 2008, the UNDG has been one of the three pillars of the UN System Chief Executives Board for Coordination, the highest-level coordination forum of the United Nations system.**

**At the regional level, six Regional UNDG Teams play a critical role in driving UNDG priorities by supporting UN Country Teams with strategic priority setting, analysis and advice.**

**At the country level, 131 UN Country Teams serving 165 countries and territories work together to increase the synergies and joint impact of the UN system.**

**The Development Operations Coordination Office (DOCO) is the secretariat of the UNDG, bringing together the UN development system to promote change and innovation to deliver together on sustainable development.**