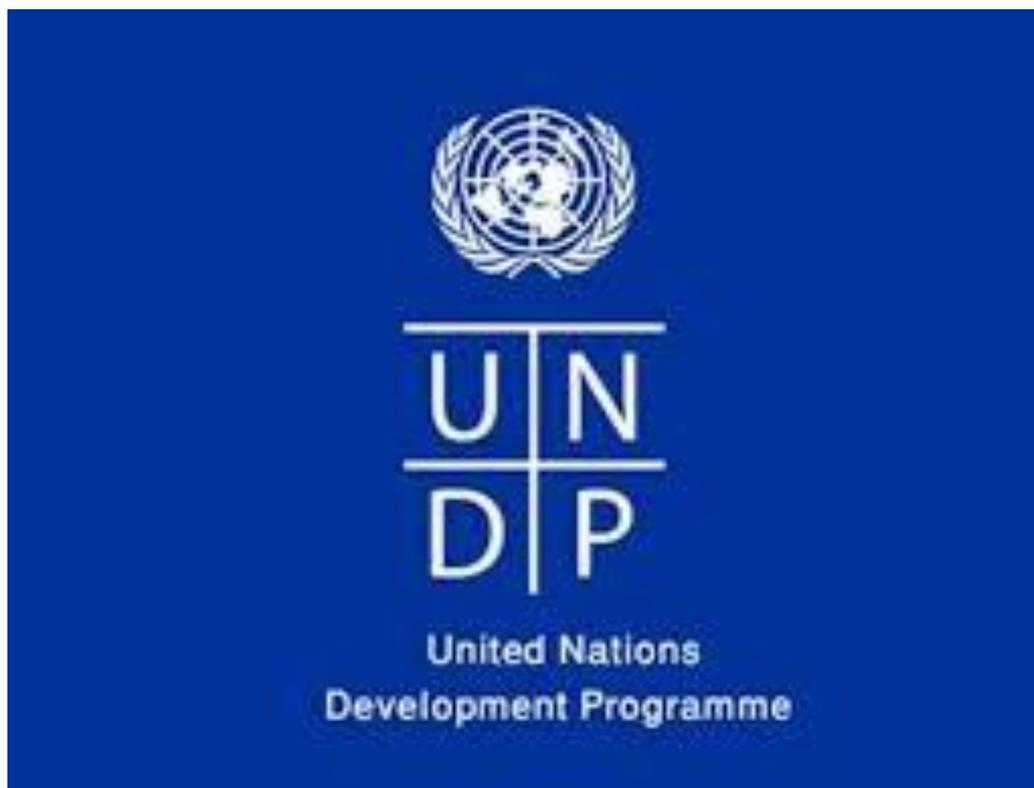


LEGGE RHYTHMS INTERNATIONAL
MODEL UNITED NATIONS

UNITED NATIONS DEVELOPMENT PROGRAMME



Agenda: Laying roadmap to increase public-private partnership and streamlining resources in order to achieve 2030 agenda for sustainable development

BACKGROUND GUIDE

Letter from the executive board

Greetings delegates!

It is an honor to be serving as a part of the Executive Board of the United Nations Development Programme at Legge Rhythms International Model United Nations to be held on 6th and 7th Oct, 2018. We hope that we have two days of enriching deliberation on “Laying roadmap to increase public-private partnership and streamlining resources in order to achieve 2030 agenda for sustainable development”.

Delegates, this background guide is only a mechanism of aid for research. It should not be seen as the only means of doing your research. It does not include each and every topic to be discussed in the committee. Rather, it gives you a rough idea of concerning issues which is the gist of the agenda and must be addressed while deliberating the issues.

The delegates are at full liberty to bring up any other relevant point for discussion. Presence of mind and attentiveness is essentially important for all delegates. We also understand that Model UN conferences can be an overwhelming experience for the first timers but it must be noted that our aspirations from the delegates is not how experienced or articulate they are rather we strongly implore you to put forth your resources and information at this conference so we can tackle this highly important issue with the utmost adroitness and ensure all our interests of humanity and sociality are protected.

We wish you all the very best. We hope that you research well and LRIMUN 2018 will gain you experience to become better diplomats in the future.

May the force be with you!

AKANKSHA MISHRA
(CHAIRPERSON)

UMANG KATAREY
(CO-VICE-CHAIRPERSON)

HARSHDEEP GROVER
(CO-VICE-CHAIRPERSON)

A few aspects that delegates should keep in mind while preparing:

Procedure: The purpose of putting in procedural rules in any committee is to ensure a more organized and efficient debate. The committee will follow the UNA-USA Rules of Procedure. Although the Executive Board shall be fairly strict with the Rules of Procedure, the discussion of agenda will be the main priority. So delegates are advised not to restrict their statements due to hesitation regarding procedure.

Foreign Policy: Following the foreign policy of one's country is the most important aspect of a Model UN Conference. This is what essentially differentiates a Model UN from other debating formats. To violate one's foreign policy without adequate reason is one of the worst mistakes a delegate can make.

Role of the Executive Board: The Executive Board is appointed to facilitate debate. The committee shall decide the direction and flow of debate. The delegates are the ones who constitute the committee and hence must be uninhibited while presenting their opinions/stance on any issue. However, the Executive Board may put forward questions and/or ask for clarifications at all points of time to further debate and test participants. A challenging, yet highly rewarding committee, involvement in the Global Peace Conference simulation offers an insight into the dynamics of international relations and politics. Lots of work will be required but as previous participants in similar simulations ourselves, we promise you an exciting experience.

NATURE OF SOURCES/EVIDENCE:

This Background Guide is meant solely for research purposes and must not be cited as evidence to substantiate statements made during the conference. Evidence or proof for substantiating statements made during formal debate is acceptable from the following sources-

1. United Nations:

Documents and findings by the United Nations or any related UN body is held as a credible proof to support a claim or argument.

2. Multilateral Organizations:

Documents from international organizations like NATO, NAFTA, SAARC, BRICS, EU, ASEAN, OPEC, the International Criminal Court, etc. may also be presented as credible source of information.

3. Government Reports:

These reports can be used in a similar way as the State Operated News Agencies reports and can, in all circumstances, be denied by another country. However, a nuance is that a report that is being denied by a certain country can still be accepted by the Executive Board as a credible piece of information.

4. News Sources:

(i) Reuters: Any Reuters article that clearly makes mention of the fact or is in contradiction of the fact being stated by a delegate in council.

(ii) State operated News Agencies: These reports can be used in the support of or against the State that owns the News Agency. These reports, if credible or substantial enough, can be used in support of or against any country as such but in that situation, may be denied by any other country in the council. Some examples are – RIA Novosti⁸ (Russian Federation), Xinhua News Agency¹¹ (People’s Republic of China), etc.

Note- Under no circumstances will sources like Wikipedia, or newspapers like the Guardian etc. be accepted. However, notwithstanding the aforementioned criteria for acceptance of sources and evidence, delegates are still free to quote/cite from any source as they deem fit as a part of their statements.

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

The United Nations Development Programme (UNDP) is the chief entity in the United Nations (UN) system that works in the area of development. UNDP is actively promoting development in 170 countries by carrying out activities aimed at reducing poverty, supporting democratic governance, increasing crisis prevention and recovery, promoting environment and energy for sustainable development, and achieving international development goals, such as the Millennium Development Goals (MDGs). UNDP works closely with and leads the United Nations Development Group (UNDG), which is the inter-agency group within the UN system that coordinates development efforts across the entire UN system. The UNDG is comprised of 32 UN funds, offices, programs, departments, and agencies. The chair of UNDG is also the administrator of UNDP and reports to the Secretary-General. Together UNDP and the UNDG work towards guidance at mostly a global level. This includes the adoption and coordination of UN development activities to make them more efficient and ensure that they comply with the mandate of the respective UN bodies

Mandate

UNDP’s mandate is to “coordinate all UN development activities at the country level,” as laid out in General Assembly resolutions 59/250 and 62/208. This responsibility is given to UNDP due to its role managing the Resident Coordinator (RC) system, which encompasses all UN system entities that “deal with operational activities for development, regardless of their formal presence in the country.

Powers and Functions

The work of UNDP is carried out in countries all over the world, but it is especially important for countries that emerge from conflicts. To assist in these efforts, the UNDP also administers and utilizes the United Nations Volunteers and the United Nations Capital Development Fund. To function effectively across the globe, UNDP works to assemble partnerships, build capacity, and strengthen global development policies. Partnerships are crucial to the work of UNDP. Partnerships within the UN system and with the private sector, civil society organizations, financial institutions,

and various foundations enable UNDP to finance its activities and carry out projects. Concerning conflicts, UNDP works with governments and local communities to prevent violence by promoting dialogue and laws that uphold human rights. Environment and energy forms another area where partnerships are necessary and is important because the poorest are usually among those most affected by a lack of access to affordable energy and sustainable environmental development, making it necessary for UNDP to focus on addressing this area on different levels. This includes collaboration from a global to a regional level, with the help of UNDP, to preserve freshwater systems and manage different ecosystems using green strategies to counteract climate change.

Capacity-building

Building capacity is a focus area that allows UNDP to enhance the performance of different institutions and projects. This is necessary so that programs or initiatives within countries can strengthen development, public

For more information: <http://www.undp.org/>

2030 agenda for sustainable development



The Heads of State and Government and High Representatives, meeting at the United Nations Headquarters in New York from 25-27 September 2015 agreed a new 2030 Agenda for Sustainable Development, built around 17 goals and 169 targets (UN, 2015a).

The 2030 Agenda and its seventeen Sustainable Development Goals (SDGs) build on the Millennium Development Goals (MDGs) but are much broader in scope and ambition, encompassing the eradication of poverty and hunger and improved health and nutrition; reduction of inequality; the building of peaceful, just and inclusive societies; the protection of human rights; the promotion of gender equality and the empowerment of women and girls; and the lasting protection of the planet and its natural resources. It also aims to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities. The 2030 Agenda advocates sustainable development in all of its three dimensions, for all countries (developing and developed), based on the fundamental recognition and protection of human rights, dignity and equity. The Agenda is complemented by two other major global commitments of 2015. The Addis Ababa Action Agenda (UN, 2015b), which

provides a framework for financial and non-financial means of implementation; and the Paris Climate Agreement (UNFCCC, 2015), with which all actions undertaken to further the Agenda must be compatible.

The 2030 Agenda⁶ provides a high-level policy and monitoring framework designed to stimulate and coordinate the activities of national governments, the UN and other intergovernmental organizations, civil society organizations and other institutions - in pursuit of sustainable development, with the specific aim of eradicating extreme poverty and hunger.

The Declaration commits the (194) participant countries to “achieving sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner”. Country representatives resolved furthermore - between now and 2030 – to:

- “end poverty and hunger everywhere;
- combat inequalities within and among countries;
- build peaceful, just and inclusive societies;
- protect human rights and promote gender equality and the empowerment of women and girls;
- ensure the lasting protection and sustainable management of the planet and its natural resources”. They also resolve “to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities”.

The 2030 Agenda for Sustainable Development is probably the most comprehensive, far reaching and demanding international agreement made to date. It emphasises throughout that these goals and targets are "integrated and indivisible" and must be implemented together taking full account of all potential synergies and interlinkages. The 2030 Agenda is arguably more comprehensive than its predecessors in integrating social, economic and environmental sustainability.

They also resolve “to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities”.

The SDGs focus on the 5 Ps: people, planet, prosperity, peace and partnership. They strongly emphasise the interdependence of the various goals, targets and approaches and the need to implement them in an integrated and coordinated manner.

Important conventions and agreements

The Paris Agreement

The twenty-first session of the Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change concluded with the adoption of the Paris Agreement in December 2015 (UNFCCC, 2015). Its aim is to strengthen the global response to climate change, including through sustainable development and efforts to eradicate poverty. It seeks to:

- Hold the increase in the global average temperature to well below 2° C above pre-industrial levels;
- increase the ability to adapt to the adverse impacts of climate change; and
- foster climate resilience in a manner that does not threaten food production.

COP21 emphasises the importance of oceans and aquatic ecosystems for temperature regulation and carbon sequestration, and highlights the need to counter pollution, over-exploitation and restore productivity and ecosystem services. It also highlights the need to increase resilience of food production systems in the face of climate change and a growing population. Again, there is strong emphasis on international cooperation.

Addis Ababa Action Agenda

Building on the 2002 Monterrey Consensus and the 2008 Doha Declaration, The Third International Conference on Financing for Development (FfD), held in Addis Ababa in July 2015, committed to address the challenge of financing and creating an enabling environment for sustainable development - and in particular to support implementation of the SDGs. They agreed the need for public investment in social protection alongside public and private investment in productive sectors, with strong emphasis on agriculture and rural development. Social protection programmes can enhance nutrition, which in turn raises productivity and incomes, which in turn enhances investment in human and other forms of capital.

The action agenda, endorsed by a UN Resolution (UN, 2015c), also recognizes that conducive policy environment and political stability are needed. Varied sources of finance are envisaged: domestic public resources; domestic and international private business and finance; international development cooperation; debt and debt sustainability. The agenda recognizes science, technology, innovation and capacity building, alongside international trade as engines for development. It further recognizes the need to address systemic issues, monitoring and follow-up as key ingredients for long term success.

The CBD and Aichi Targets

The conference of the parties to the Convention on Biological Diversity (CBD) held in Nagoya, Aichi Prefecture, Japan in October 2010 (COP10) adopted a revised Strategic Plan for Biodiversity, including a set of 5 strategic goals and 20 targets (The Aichi Targets; CBD, 2011). Parties to the Conference agreed that this overarching strategic plan would be used as the framework for revising national biodiversity strategies and action plans

The International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA; FAO, 2009a)

It is a binding agreement specifically dealing with the sustainable management of plant genetic resources for food and agriculture (PGRFAs). ITPGRFA will be a key mechanism for leveraging attainment of SDG Goals 2 and 15. UN Habitat is relevant for the implementation of SDGs concerned with urban development and sustainability (especially SDG 11). Its mission is to promote socially and environmentally sustainable human settlements development and the achievement of adequate shelter for all.

Public-Private Partnership: An inclusive way

The Addis Ababa Action Agenda (AAAA) of the Third International Conference on Financing for Development (Addis Ababa, 13-16 July 2015) recognizes that “both public and private investment have key roles to play in infrastructure financing, including through (...) public private partnerships” (paragraph 48, AAAA). However, the AAAA also highlights the need to “build capacity to enter into PPPs, including as regards planning, contract negotiation, management, accounting and budgeting for contingent liabilities”. It further stresses the need to “share risks and reward fairly, include clear accountability mechanisms and meet social and environmental standards”.

Like the consultative process for NGOs, public-private partnerships (PPPs) are another form cooperation that can support progress towards the SDGs. According to the World Bank, PPPs are a long-term contract between a private party and a government entity. PPPs can also exist between private entities and intergovernmental organizations (IGOs) or regional bodies. PPPs provide recipients a public asset or service where private entities have a large role in the management and accountability in the sector concerned. PPPs arose from examining the needs of public sector institutions and realizing that the specialized expertise and comparative advantage of the private sector in many areas could provide significant public benefit. Many Member States have begun to include PPPs in their national development plans to create more resources for achieving their development goals.

Partnerships are paramount to supporting all of the SDGs and targets. Greater cooperation between states, both developed and developing, is important in promoting strong trade relations to promote economic development and growth. Additionally, advances in science, technology, and innovation (STI) are critical for promoting economic growth and diversifying and strengthening domestic economies. Collaboration between states and private entities developing new technologies and innovations may support their adoption in developing states most in need of them. Finally, while the involvement of NGOs and civil society more broadly has been supported by entities such as UNDP, more consultation and collaboration with these groups will support people-centered development initiatives that recognizes and works with local contexts.

The emphasis on the need for fair risk-sharing and accountability is a response to the concerns of governments as well as many civil society organizations and public sector unions regarding the public sector costs and risks associated with many PPPs. Consequently, the AAAA confirms the need for private and public partners to be thoughtful in the design and implementation of PPPs to prevent

pitfalls from the past, especially in light of the challenges related to the implementation of the ambitious 2030 Agenda for Sustainable Development.

However, some experts have argued that such pitfalls are unavoidable. They hold the view that PPPs simply “do not work” because of the incongruence of objectives of the public and private sectors. For example, Loxley and Loxley (2010), after a series of thorough and exhaustive case studies of PPPs in Canada involving schools, bridges and water treatment plants to social services and hospital food concluded that the claims of reduced cost and efficient delivery of services through PPPs to save tax payers money and benefit consumers were mostly empty and labelled them as ideological assertions. They found that PPP projects were more costly to build and finance, provided poorer quality services and were less accessible compared to publicly built and operated projects. Moreover, many essential services were less accountable to citizens when private corporations were involved. The study also found that the chief motive for the public sector to pursue PPPs in Canada was to get the projects “off book” and to give the appearance of lower debt levels. By quoting from a report of the rating agency Standard and Poor’s, which found that investors in PPPs face “a relatively benign risk” and that penalty clauses for non-delivery by private partners are “less than rigorous”, the study questioned whether risk was really being transferred to the private partners in these projects. Public-private partnerships are not new. As a matter of fact, concessions, the most common form of PPPs – where the private sector exclusively operates, maintains and carries out the development of infrastructure or provides services of general economic interest – date back thousands of years. During the time of the Roman Empire, concessions served as legal instruments for road construction, public baths and the running of markets. Other famous examples include medieval Europe, where as early as 1438, a French nobleman named Luis de Bernam was granted a river concession to charge the fees for goods transported on the Rhine. Examples abound since the turn of the seventeenth and eighteenth century with many infrastructure facilities (water channels, roads, railways) in Europe and later in America, China and Japan privately funded under concession contracts.

It is critical for achieving the 2030 Development Agenda to mobilize new investments, especially in low and middle-income countries, in high quality infrastructure projects. Infrastructure investment overall is a key driver of development and social progress, creating jobs, higher productivity and boosting trade. Such investments can directly eradicate poverty by inter alia achieving universal access to infrastructure and distributing public services more effectively, such as health and education services, renewable energy and water and sanitation etc. Across central Asia for example inadequate roads and rail transport limit producers’ ability to get their products to market and lift communities existing at the margins of societies, out of poverty.

A further critical challenge is climate change and the need to promote investments in resilience and to address the enhanced risks to everyone, especially the poor. These include inter alia, both to address specific vulnerabilities such as flood controls, levees, floodgates, alert systems, mobility and capacity to assist the affected and rebuild afterwards and general infrastructure, such as transport infrastructure, buildings, cities, housing, etc. These are necessary not optional as they contribute to long term sustainability and ensuring current development gains are safeguarded for future generations.

Current scenario and challenges faced by public-private partnership in order to contribute to a more inclusive and sustainable development

Water and Sanitation

As observed by the World Bank, “today at least 663 million people lack access to safe drinking water and 2.4 billion lack access to improved sanitation” and “by 2050, at least one in four people is likely to live in a country affected by chronic or recurring shortages of fresh water”, although the total number of people who have access to water or wastewater services from the private sector exceeded a billion for the first time in 2013. There is a huge gap, therefore, between what is being provided in water and sanitation services and what is needed to meet the UNSDGs.

It is often considered that the key challenge for virtually all water and sanitation systems is the public’s sensitivity to tariff rates. Governments are naturally reluctant to raise tariffs⁸ yet keeping tariffs low (or non-existent) is a hurdle to private investment and attracting businesses to enter these markets and improve water and sanitation service levels. This is true but other challenges need to be considered such as the cost of inefficiency in operation and maintenance by sub optimum national public company and too little consideration given to progressive improvement of the service raising the appetite to pay by the end users. Nevertheless the global need for improved water and sanitation is enormous and all systems still face significant capital costs in order to implement or extend water and sanitation systems to meet this demand.

Despite these challenges, over the past decade several areas of private sector involvement in water and sanitation have shown promise - in the reuse of waste water for irrigation, small scale water and sanitation systems, and urban water and sanitation solutions. Stand-alone PPPs in desalination and wastewater treatment plants have also been successful, as well as performance based, efficiency gaining lease and management contracts that can, for example, be successful in reducing leakage in systems or expand overall connectivity.

Energy

The energy sector has undergone significant change over the past decade with renewable energy generation, in particular hydro power, solar and wind, becoming more efficient and relatively competitive on a cost comparison basis. However, much of the globe still relies on coal based generation and there is no end in sight for increases in energy demand. So while governments often have more choices for energy generation, they struggle to meet demand, grow their generation and distribution capacity, in particular extending their networks to the underserved and poor areas, and doing so in a green and environmentally friendly way. Unsolicited proposals and the development of unnecessary systems or capacity (or the provision of unnecessary guarantees) also remains an issue in many jurisdictions. These challenges are set against the backdrop of ever tighter public budgets

and needing to provide energy to customers who often times are unable to pay for the true cost of service.

The key challenge then for governments is increasing access to power while overcoming the significant upfront costs required to establish or extend power generation and distribution networks. The PPP mechanism may be an important tool for governments in managing this challenge as it can bring private investment, as well as new technology, innovation, and improved efficiency, to their energy capacity and systems. In fact new technologies; smaller, standalone systems; grid connected and off grid distributed generation capabilities; and truly renewable sources, show great promise for transforming the sector, further creating jobs and mitigating climate change, and promoting energy security and equity in energy service provision.

Governments fail too often to use an efficient multi criteria “public sector comparator” to evaluate the benefit of PPP for power production over modern procurement techniques such as design & build and design, build & operate for a lump sum approach which will also guarantee construction within time and budget as well as good performance and operation with often lesser financial costs during the project lifecycle.

Health

The provision of healthcare infrastructure and services is a massive obligation for both governments and the private sector. Some estimates place the cumulative expenditure on healthcare infrastructure over the last decade to be over \$3.6 trillion. And when adding services, that estimate reaches \$68.1 trillion. Meanwhile, many global citizens still lack access to even the most basic healthcare services and the SDGs call on governments to serve even more citizens, help those that are poor and most at risk, and take significant steps toward providing true, universal access to care -- all of which would add to the already hefty price tag.

The challenge for governments, then, is not to spend more, but to be more efficient and effective in the provision of healthcare, and increase their overall capacity to provide care and expand the reach of that care. PPPs in healthcare have helped alleviate some of this pressure and have been particularly successful when used for the creation, expansion, and rehabilitation of healthcare infrastructure, but they continue to face challenges when focused on the provision of services of the people and their “people first benefits” are often questionable.

Transport

The transport sector continues to be one of the most robust PPP markets, in particular PPPs in roads, railways and urban transports including for toll highways, toll bridges, toll tunnels, ports, etc., which benefit from a relatively long track record of projects, occurring in many jurisdictions with a lot of lessons learnt from failures and successes. Conditions of success have been somewhat ‘proven’ in the marketplace even if not yet well translated in PPP best practices. This fact coupled with the ability of the transport sector to make a significant, positive impact on connectivity, lives and overall economic prosperity, has made some PPP models in the transport sector an attractive option for governments and public authorities.

For instance the World Bank has noted that “roads have the potential to be a significant asset to any country – both in terms of the physical investment and the social and economic benefits”; and they have demonstrated their ability to increase economic activity, in the movement of goods, the interconnectedness of people, and connecting those previously marginalized with economic opportunities.

The challenge then for governments and public authorities in the transport sector is mostly to upgrade planning and prioritizing process for the right project(s) and programme (ex for highways: should new roads be implemented, or should governments undertake the refurbishment or expansion of existing highways?) Which road projects will bring the most benefit while saving taxpayers money? What aspects of the transport systems can be modernized, made more secure, more resilient, and strengthen economic networks. Which projects mitigate the potential negative effects of roads on the environment? What will be most flexible, expandable, and responsive to the long term transport objectives of the region and country? What will serve the people best through a PPP option acceptable inter alia in terms of user’s fees, fiscal budget sustainability or a mix of the two?

Ways to increase Public-Private Partnership in order to effectively achieve the agenda 2030

Capacity building

Countries undertaking PPPs, especially the low-income ones, generally lack the skills and capacity to deliver pipelines of projects. In most cases they lack the basic legal framework and institutions such as PPP units that can deliver the scale of projects needed, but they also lack the personnel and technical capacity to successfully deliver projects and build strategic programmes that leverage the power of PPP.

In fact, many of the problems projects encounter are caused at the outset and by the shortcomings of the respective public authorities, e.g. not undertaking the proper due diligence including accurate demand studies, cost benefit analysis, etc., or being launched absent a cohesive sectoral plan and programme of activity. It is fair to say that such capacity both at planning and project level up to the launch of a competitive tender able to attract serious bidders comes with high costs and an organization which are currently not affordable to most low and middle income countries from public budgets and which are not provided so far at an appropriate level by the development community. There is accordingly often poor decision taking surrounding projects and when and how to do them. Everything from basic capacity building to better coordination within and amongst the government and the ministries, to better alignment between policies, programmes, and projects, should be substantially improved.

High risk

The current risks of undertaking sophisticated and complex and expensive projects, where the prevailing socio-economic conditions are lacking and where the public sector capability is weak,

results in a high risk environment and seriously jeopardizes project success. Such high risk accentuates the concern (and lesson in some jurisdictions) that if the PPP model is applied blindly, the entire economy of a country can pay a heavy price.

Innovation

Some PPP models have failed to innovate in a way that overcomes the long term nature of contracts and the tendency to 'lock in' a technology or technical approach that after a certain number of years simply becomes outdated or redundant. If project technology is furthermore based on demographics and technology which are subject to change or can be substantially improved, it is a recipe for creating long term obligations on one hand, and solutions that are destined to fail on the other if the "partnership contract" does not take care of those matter matters in a proper and equitable way.

Enabling Finance and Trade

Enabling finance and trade is a crucial step towards mobilizing inclusive partnerships. Moving forward, the goal of the international community is to find ways to change non-sustainable trade practices and shift to plans more aligned with the SDGs, specifically Goal 17. The Sustainable Development Goals Report 2016 highlights that the primary step towards restructuring sustainability in finance and trade is debt relief and servicing. In order to sustainably thrive, it should be every state's goal to only acquire sustainable debt, which is debt that states can pay off through the proceeds of future growth, since this type of debt does not have negative long-term effects on states' economies. To this end, there are been progress; in 2015, the international community has witnessed progress with debt relief in 36 of 39 eligible countries.

The International Monetary Fund (IMF) and World Bank have partnered together since 1996 to ensure that no financially disadvantaged Member State is faced with an extreme, unmanageable debt burden. Under the Heavily Indebted Poor Countries (HIPC) initiative the World Bank and IMF have been able to mobilize partnerships with multilateral organizations and governments to evenly distribute the tasks of debt relief across many involved stakeholders. The HIPC has a two-step relief process, where the first step is determining whether a state qualifies for relief based on a list of criteria, and the second step ensures accountability and execution of the relief. The HIPC initiative, through its two-step relief process has led many Member States to commit to poverty reduction by changing national policies just by adopting the necessary qualifying criteria. However, it is important for states to undertake more robust action domestically to ensure long-term progress towards debt relief, including enacting and strengthening legislation that positively impacts economic growth and maintains stable governance.

Improve the project environment

PPP projects require a number of situational conditions to exist and primarily a robust institutional environment and an enabling investment and business climate. This should often include specific legal environment and public governance system that is able to offer transparency and create an effective PPP delivery system; this will foster a private sector willing and able to accept the commensurate risks (and in some cases accept the higher risks of investing in low-income country). Political stability and a strong consensus amongst political leadership and stakeholder groups

towards the value of PPP, are also essential for PPPs to positively take shape. As a result, PPPs have often been a tool easier to promote and to use in the developed countries where more predictable conditions exist and where the market economy is long-standing and mature, and where relevant institutions and laws prevail.

Since several of these conditions, by contrast, are not fulfilled in low income countries, it is difficult to apply the PPP model at a large scale without resolving during project development and in a PPP contract several additional issues often common to some low income and developing countries.

Cities will play an important role in achieving the SDGs

The world is congregating more and more in urban centers and in cities. PPPs have therefore to adapt to the reality of cities and leverage that fact that cities are, ultimately, an agglomeration of people, firms and institutions and offer the potential to exponentiate their benefit. This spread of positive externalities that a PPP can lead can benefit all within the urban context. Local authorities like governments should investigate how to plan and prioritize specific projects within the urban context which have the deepest and more complex effects on the economy, the livelihood of the citizens, and inform their analyses of the benefits and costs of the project.

Transitional PPPs or multi-stakeholder partnerships may be needed as a precursor to PPP

The PPP model may need to be deconstructed to some degree, where governments engage in projects that are knowingly transitional or employ a partnership that has some elements of PPPs but because of challenging circumstances needs support with other elements. Projects (and really, jurisdictions) that require significant financial 'de-risking' or project delivery expertise, for example, may need to engage multi-lateral development bank participation or underwriting, or seek development grant support and oversight, or involve NGO operational expertise in order to implement the project in an effective manner. In essence, implement such transitional PPPs or multi-stakeholder partnerships that may not fit the traditional PPP model but work in challenging environments; with the parties knowing full well that the jurisdiction has work to do, is in transitional stage, or is moving toward a point where 'full' PPP arrangements may be made.

Engaging the people

The entire purpose of government and of public authorities is to promote general interest and to take action on behalf of the people and for the benefit of the people. Governments must therefore engage more systematically and earlier with the people in order to make their efforts successful and serve them more effectively. In fact, it is axiomatic that a government and public authorities would purport to implement infrastructure or services for the people but too often fail to engage with the very people that will use or be impacted by those assets and services. The top down, 'government knows best', approach has had mixed results at best. Too often it results in public services that are not targeted to people's needs, assets that are overbuilt or underbuilt, systems that create barriers rather than improve or widen access, services that underserve, etc. Infrastructure and assets that simply do not respond to the people.

The obvious solution is for governments and public authorities to improve their listening skills and be more responsive to the needs of the people through appropriate consultation procedures at different level realistic and efficient which have proven to be successful in several landmark projects. Stakeholder engagement and consultation, therefore, prior to project inception, during project conceptualization and implementation, and after termination is of critical importance if public efforts are to be tailored to the needs of the people.

Conclusion

In order to successfully move forward toward achieving sustainable development, it is essential to mobilize inclusive partnerships between levels of public, private, and civil society entities.¹⁵⁴ In addressing the topic at hand, it is crucial to note that while there are many international initiatives and resolutions aimed towards mobilizing inclusive partnerships, the international community should also consider opportunities to engage more with private sector organizations that are willing to create solutions that are beneficial to all entities and that are compatible with core tenants of sustainable development. Civil Society Organizations(CSO) also have much more potential for positive impact in this field and can be activated for consultation, and in several instances, action, to support development efforts on a local and national level.

In researching this topic delegates must understand the history and motivation behind Member States and IGOs in pushing for inclusive partnerships. Why is it important for the means of implementation to be discussed at the forefront of planning for partnerships? How can the international community effectively and efficiently review methods by which such means of implementation are carried out? How can UNDP promote the meaningful inclusion of CSOs in revitalizing partnerships at the national and regional level? How has the role of CSOs been bolstered UNDP, and how can CSOs be used to their full potential in the field of sustainable development? How can the international community address fundamental barriers to STI, including insufficient infrastructure? What are the barriers that exist between different entities that can limit them from interacting amongst each other and mobilizing partnerships?