

*Preventing Crisis
Enabling Recovery*



*Empowered lives.
Resilient nations.*

BUREAU FOR CRISIS PREVENTION AND RECOVERY

ANNUAL REPORT 2011



Photo: UNDP

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COVER PHOTO: Haitians participate in a UNDP supported emergency employment and infrastructure rehabilitation project following the 2010 earthquake.

Photo by: Logan Abassi/UN Photo



Hmong women plant rice in Bac Ha, Viet Nam.

FOREWORD

2011 will be a year remembered for its political and economic turmoil. Transitions and conflict in the Arab world; a global economic recession; and large-scale famine and continued instability in the Horn of Africa caused suffering and prevented many people from overcoming poverty. The situation in many countries remains volatile, and other major shocks and disasters, such as the earthquake in New Zealand and the triple disaster in Japan, provided startling evidence of human and infrastructural fragility in even the world's most developed societies.



HELEN CLARK
UNDP Administrator

Conflicts and disasters pose ominous threats to development. That is why building resilience to such threats is at the very heart of UNDP's development efforts. Achieving this resilience is a transformative process that unleashes the strengths of individuals, their communities, and institutions to prevent, lessen the impacts of, and learn from the experience of internal or external, natural or man-made, economic, health-related, political, and social shocks.

UNDP, through its Bureau for Crisis Prevention and Recovery (BCPR), helps households, communities, and nations which are prone to disaster and conflict to develop the resilience they need to cope with crisis and disruption and attain their development aspirations.

By fostering the skill and ability of people and governments to prevent or mitigate disasters and conflicts; restore the rule of law, justice and security; and accelerate inclusive economic recovery, BCPR helps UNDP to enable a growing number of developing countries to prevent and reduce the risk of crises and respond to them better when they arise.

Women and girls are more vulnerable to poverty and violence, and that vulnerability is exacerbated by disaster and conflict. As this report shows, UNDP makes special efforts to empower and protect women and girls, including from gender and sexual based violence as they return to their communities and the work of reconstruction and recovery.

2011 marked the tenth anniversary of the formation of BCPR. Much has been accomplished in the last decade, many lessons have been learned, and a solid foundation for future activities has been established. Much of that foundation is represented in the capacity and skills which BCPR and the country and regional offices of UNDP have helped to create in disaster- and violence-prone countries.

The work of UNDP in general and BCPR in particular over the last decade suggests that when disasters happen, they do not have to result in recurrent, catastrophic losses which undermine human development. As this report illustrates, disasters can be seen as often predictable events, requiring forward planning which is integrated into broader development programmes.

Building resilience to crises in developing countries equips communities so that they can cope, act, and rise to the daunting challenges of averting disaster and conflict in the 21st century.

Resilience cannot be built overnight. But it is our best chance of locking in the progress made in overcoming poverty to date, as well as of advancing equitable and sustainable human development. BCPR's role will continue to be instrumental in UNDP's efforts to achieve that—and in fulfilling UNDP's mission to empower lives and build resilient nations.

INTRODUCTION

The Bureau for Crisis Prevention and Recovery (BCPR) was established to support innovative approaches to crisis prevention, early warning and conflict resolution, as well as to help bridge the gap between emergency relief and long-term development.

In addition to responding quickly and flexibly to emerging crises, BCPR helps countries prone to recurring shocks to transform from a state of fragility to greater resilience. Resilience protects economic growth and development achievements, often funded by taxpayer resources.

The impact of economic shocks, climate change, illicit trafficking, and rapid flow of ideas and technology can either create chronic fragility or provide new opportunities. The strategic goal of BCPR is to assist partner countries both to remain resilient and make progress towards their development goals by developing lasting capacity to adapt to—and address creatively—the challenges posed by global turbulence.

To confront these challenging times, partner countries need access to the best knowledge and experience at short notice, as well as the ability to ensure collaboration across lines of division and polarisation to develop and implement new ideas. BCPR aims to make the best of UNDP's comparative advantage in “knowledge networking,” quality technical assistance, convening and facilitation.

The year 2011 witnessed major disasters as well as political and economic turbulence. It is not surprising that UNDP spent more money on crisis prevention and recovery in the last year than ever before, 19 percent of which was allocated to gender equality and women's empowerment. Crisis prevention and recovery now accounts for 24 percent of all UNDP expenditure, continuing a pattern of steady increase since 2009.

Likewise, 2011 saw the transformation of BCPR move to a new phase of management. I am pleased to report that staff movement and recruitment has been completed, a new organisational structure is in place and operating modalities are up and running to enhance our effectiveness and efficiency. Coupled with UNDP's ongoing Agenda for Organisational Change, and the emphasis on maximising the cooperation between all UNDP bureaus and offices, BCPR is better positioned to deliver crisis prevention and recovery services to people affected by crisis across the globe.

The challenges posed by crises today are too big for any one organisation to address alone. We have focused intentionally on expanding the range and depth of partnerships with other members of the United Nations System, governments, international development agencies, including the World Bank and the European Commission and other stakeholders. Strategic partnerships with the donor community not only mobilise resources, they also help foster deeper engagement with critical actors on policy matters.

The report for 2011 highlights a number of advances in the four key focus areas in which BCPR has a comparative advantage:

- Prevention of disasters and conflicts;
- Strengthening development in post-crisis countries by reinforcing governance, the rule of law and livelihoods;
- Rapid response to emerging unexpected crises, supported through an innovative UNDP trust fund mechanism for crisis prevention and recovery; and



JORDAN RYAN
Assistant Administrator,
UNDP, and
Director, Bureau for Crisis
Prevention and Recovery

- Strengthening the coherence of the UN and the international community as a whole to better respond to crises and build peace.

In order to support fragile and post-crisis countries build the foundations for more resilient societies, as well as to respond to future challenges, BCPR must continue to learn and adapt. We see this, for example, in countries which confront political challenges, conflict and disasters from natural hazards concurrently, thus exacerbating negative effects and entrenching fragility. Such compounding factors appear to be on the increase as seen in 2011 in the Horn of Africa and the Sahel, requiring UNDP to reassess in real time, the responses that will most effectively address risks and vulnerabilities of those most in need.

With the staff and structure now in place and internal and external partnerships being continually strengthened, BCPR is well positioned to support UNDP and assist the UN system to address priority needs for years to come. As this report highlights, much good work is already underway. The tremendous support of our partners and the generous contributions of our donors make our work possible. As we look to deepen our engagement, continued support at the global and local level is both essential and highly appreciated.



Jordan Ryan greets workers at the Livihoods, Economic and Social Recovery project for the rehabilitation of Buruhukiro runway, Burundi.

FOUR KEY FOCUS AREAS IN WHICH BCPR HAS A COMPARATIVE ADVANTAGE



Prevention of disasters and conflicts



Strengthening development in post-crisis countries by reinforcing governance, the rule of law and livelihoods



Rapid response to emerging unexpected crises, supported through an innovative UNDP trust fund mechanism for crisis prevention and recovery



Strengthening the coherence of the UN and the international community as a whole to better respond to crises and build peace

REPORT OVERVIEW

Disasters, violent conflict, as well as economic and climate-related turbulence continue to claim lives, destroy economies and livelihoods, and undermine development progress for millions of people. Crisis prevention, recovery and reducing the vulnerability of countries to catastrophe are cornerstones of UNDP's work. BCPR is UNDP's key driver of strategic response in this important area.

The 2011 BCPR Annual Report is a summary document of the BCPR Multi Year Results Framework (MYRF), which is attached in full as a CD-ROM. The MYRF incorporates crisis prevention and recovery needs and demands of programme countries, fully aligned with the UNDP Strategic Plan. It provides a comprehensive framework by which the Bureau can measure its contributions to development results on the ground in each specific area of support.



CHAPTER 1: PREVENTING CRISIS

- **Preventing disasters:** results relate to MYRF Output 1: Strengthened local and national capacities, including the participation of women, to reduce the impact of disasters, especially climate related disasters on vulnerable communities.
- **Preventing violent conflicts:** results relate to MYRF Output 2: National and local capacities strengthened at all levels to prevent, reduce and mitigate the impact of conflict in countries at risk of conflict.



CHAPTER 2: INTEGRATING PREVENTION AND RECOVERY

- **Crisis governance:** results relate to MYRF Output 3: National and local capacities strengthened at all levels, enabling key functions of government to be fulfilled in post-crisis situations for recovery.
- **Rule of law, justice and security:** results relate to MYRF Output 4: National and local capacities strengthened for improved justice and security service delivery in conflict, post conflict and fragile settings.
- **Livelihoods and economic recovery:** results relate to MYRF Output 5: Livelihoods, economic recovery and reintegration programmes generate employment and sustainable income earning opportunities for crisis-affected communities.¹



CHAPTER 3: IMMEDIATE CRISIS RESPONSE

Immediate crisis response: BCPR's Immediate crisis response work does not correspond to a MYRF Output as it entails providing short-term support to Country Offices as a response to unforeseen crises. Highlights from BCPR's support to Country Offices during major crisis events that happened in 2011 are included in this chapter.



CHAPTER 4: GLOBAL PARTNERSHIPS

Results relate to MYRF Output 7: Coherent UN response and effective collaboration between International Financial Institutions in crisis prevention and recovery settings with active BCPR contribution



CHAPTER 5: INSIDE BCPR

Results relate to MYRF Output 8: Improved management and delivery of crisis prevention and recovery services.

In light of this mission, the following report is intended as a précis of BCPR's efforts in the last year to help Country Offices prevent crises from occurring, begin the process of recovery following disasters and conflicts and respond rapidly to emerging situations when crisis occurs.

The country results highlighted in this report are therefore milestones achieved in 2011 related to each of the eight MYRF Outputs and their corresponding indicators. They are not end results but progress towards longer term outcomes and demonstrate what has been achieved so far, as well as the interim milestones that will lead to the intended impact by end 2013. These sections provide the detailed results in terms of what had been achieved towards relevant MYRF outcomes by 2011.

¹ Following UNDP's corporate line, Output 6 (Improved gender equality and women's empowerment in crisis and post crisis contexts through strengthened capacity and increased civic engagement, meaningful participation and leadership of women, the elderly and vulnerable groups in crisis prevention and peace-building processes) has been integrated into Output 2 (conflict prevention), Output 4 (rule of law, specifically sexual and gender-based violence) and Output 5 (livelihoods, employment and work days)

HIGHLIGHTS FOR 2011

In 2011, more than 2 million workdays were generated by UNDP in Haiti, employing over 30,000 people to remove and recycle debris, restore shelters, construct gabions to prevent floods, plant trees to reduce wind speed, and other activities in debris management and labor intensive works.

HAITI

HONDURAS

Through a US\$ 1.2 million UNDP supported recovery plan, close to 40,000 people have had their homes, livelihoods and community infrastructure rebuilt or repaired following severe flooding.

UNDP supported "gun free zones" have led to sharp reductions in crime and violence. In one municipality a 40 percent reduction in homicides was recorded in 2011 and an average of 12 percent reduction of murder rates could be seen across 20 of the most violent cities.

EL SALVADOR

UNDP support to the peace process over the last decade has seen local and national institutions identify 9,400 cases of disappeared people and help them obtain access to justice for 27,442 victims.

COLOMBIA

UNDP sent 13 experts to help the country get back on its feet as the transitional authority and civil society began recovery and stabilisation programmes following Gadhafi's ouster.

LIBYA

TUNISIA

Assistance from UNDP saw more than 50 political parties engage in dialogue that helped to secure a consensus-based transition in the run-up to the country's 2011 Constituent Assembly elections, after the previous government was deposed.

SIERRA LEONE

With UNDP help, and the establishment of "Saturday Courts" to tackle the backlog of cases, there has been an increase in the number of sexual and gender-based violence cases that were heard in 2011. By the end of the year, 78 percent of these had come before the courts (547 out of 700 cases were heard), and 27 percent were completed.

DEMOCRATIC REPUBLIC OF THE CONGO

With UNDP support to mobile courts and legal aid centres, 193 members of the police and army were convicted of mass rapes and crimes against humanity.

With help from UNDP 1,500 former paramilitary fighters had been successfully demobilised by 2011 and integrated into civilian society.

KOSOVO*

IRAQ

With UNDP support over 1,600 landmine victims with disabilities received prosthetic devices such as artificial limbs, as well as maintenance of these devices, physiotherapy, walking aids and vocational training services.

OCCUPIED PALESTINIAN TERRITORY

UNDP support to the justice system helped over 17,000 people receive legal aid through clinics in areas as diverse as domestic violence, family law and property law.

ARMENIA

With UNDP support to a national disaster observatory the government has reduced potential disaster losses and is able to better plan for earthquake risk.

KYRGYZSTAN

With UNDP support to the interim government in establishing mechanisms for conflict mitigation and mediation the parliamentary election in 2011 was peaceful.

PAKISTAN

With UNDP backed emergency employment labour, 526 km of roads; 390 bridges; 4,012 drinking water facilities; 60 km of water courses; and 1,852 disaster resilient and energy efficient houses have been rebuilt or repaired, benefiting 1.2 million flood affected people.

SRI LANKA

With UNDP support to government mine removal activities, over 398,000 internally displaced people have now been able to return home since the end of the fighting in 2009.

SOMALIA

With UNDP livelihoods support, hundreds of thousands of lives were saved and a more serious crisis averted during the Horn of Africa drought.

SOUTH SUDAN

With UN and UNDP support to strengthen the capacity of the government, the country has become the newest independent nation in the world with a more competent and stable administration.


INDONESIA

Because of UNDP supported early warning and evacuation systems, no lives were lost when a powerful earthquake hit Aceh province in January 2012.

FIJI

After UNDP facilitated a high-level roundtable process that brought together government and civic leadership for the first time since the military takeover in 2006, public emergency regulations were being lifted and a conversation had begun around constitutional and electoral reform.

* Hereafter referred to in the context of UN Security Council Resolution 1244 (1999).



A woman holds her child as she waits a food distribution point in Mogadishu, Somalia

CHAPTER 1

PREVENTING CRISIS

Preventing disasters associated with natural hazards and violent conflict and reducing their impact is a priority of BCPR's work.

As part of UNDP, BCPR seeks to reduce the human and economic costs of disasters by focusing on prevention. BCPR helps households, communities and institutions to enhance their resilience so they are better equipped to manage and reduce the effect of disasters in the future.

Prevention not only increases the resilience of countries so they can avoid further disasters, it also protects economic growth and development achievements and prevents donors' financial aid from being lost in a single catastrophic event. Compared to the huge financial and human cost of disasters, including humanitarian responses, investing in

disaster risk reduction and conflict prevention is cost-effective.

Disasters from natural hazards and conflict frequently occur together and exacerbate each other's impact—often devastating the countries that are least able to sustain them. UNDP has been increasingly examining their interactions and supporting programming that promotes a comprehensive way to address them. Measures proven to reduce disaster risk, such as the effective use of early warning systems, often contribute to peacebuilding, development, and adaptation to climate change.

59

Number of governments around the world that UNDP has helped to establish comprehensive disaster risk reduction programmes.

Preventing disasters²

Earthquakes, droughts, floods, and storms are inevitable events. However, the ensuing deaths and damage resulting from human acts of omission and commission—are not natural and therefore not necessarily inevitable. Every disaster is unique, but each exposes actions by individuals and governments that can contribute to the catastrophic impact. Disaster risk reduction can result in fewer deaths and less destruction from natural hazards.

Disasters occur when natural hazards strike vulnerable populations, capital assets and economic activities. By systematically reducing exposure to natural hazards (for example, by not situating new townships in flood plains) and by reducing the vulnerability of people to those hazards (such as by building stronger houses in earthquake prone areas), disasters can be prevented through appropriate development actions.

Disaster risk reduction is a key component of UNDP's efforts in crisis prevention and recovery and in minimising the damage caused by natural hazards.

UNDP's focus in this area involves strengthening local and national capacity to reduce disaster risks and minimise their impact, especially on the most vulnerable communities.

Over recent years, UNDP has especially emphasised climate and weather-related disasters, as there is a growing recognition of the need to consider the effects of climate change along with underlying factors that contribute to disasters, such as ecosystem degradation, rural poverty, vulnerable livelihoods and unplanned or badly managed urban growth.

In 2011 UNDP worked with 59 governments around the world, helping them establish comprehensive disaster risk reduction and recovery programmes.

UNDP and BCPR's work in the area of disaster risk reduction builds on the strategic guidance defined by the Hyogo Framework for Action.³

▶ In 2011, UNDP helped to establish and develop comprehensive programmes and institutional mechanisms that enabled high-risk countries such as **Armenia, the Dominican Republic, Haiti, Indonesia and Kyrgyzstan** to more effectively address disaster risks, including those related to climate and seismic hazards. Better preparation has reduced disaster losses. The new local and national institutional structures that have been established are already proving their value in these countries.



Farmers displaced by fighting in Northern Darfur try to establish new farms in another part of Sudan.

² Refers to MYRF Output 1: Strengthened local and national capacities, including the participation of women, to reduce the impact of disasters, especially climate related disasters on vulnerable communities.

³ The Hyogo Framework for Action is the first plan that describes the work required from all different sectors to reduce disaster losses. It was developed and agreed on by many partners in order to reduce disaster risk—governments, international agencies, disaster experts and many others—bringing them into a common system of coordination. It was adopted by 168 Member States of the United Nations in 2005 at the World Disaster Reduction Conference.

INDONESIA, ranked second in the world for extreme natural disaster risk, provides a good example of how preparedness for recovery can substantially reduce the human, economic, and social impacts of disasters.

In the years following the 2004 Indian Ocean Tsunami, which claimed over 126,000 lives in Indonesia and caused US\$ 4.45 billion worth of damage, the government made major policy and institutional changes to address disaster risks. Key among them was a UNDP-supported Safer Communities for Disaster Risk Reduction programme, which, since 2007, has established disaster risk management agencies in all high-disaster risk areas.

By November 2011, 90 percent of the identified high-risk districts (33 provinces, including 357 districts and municipalities) had operational agencies.

Furthermore, UNDP has been closely engaged with the National Disaster Management Agency in integrating disaster risk reduction into the national five-year development plan, which will mean that future activities will be paid for through the state budget.

Indonesia became one of the first countries in the region to develop comprehensive guidelines and tools for assessing damage, loss and needs for post-disaster recovery. Today it is recognised as having some of the best policy and institutional capacity for large scale disaster recovery in South-East Asia.

The result of this investment in preparedness and recovery was demonstrated when a powerful 7.6 magnitude earthquake hit the Aceh province in the northern tip of Indonesia on 10 January 2012 with no damage or casualties.

UNDP-supported institutional and community response systems worked efficiently, tsunami warnings were issued by the Aceh Government on time, appropriate evacuations were made and no lives were lost.



Workers, in Aceh, Indonesia, remove debris after the 2004 Tsunami as part of a UNDP emergency infrastructure rehabilitation project.

▶ UNDP helped the governments of **Albania, Armenia, the former Yugoslav Republic of Macedonia, Montenegro, Serbia, Turkey, Mali, Gambia, Ghana, Uzbekistan and Kosovo** to develop national capacity assessments in disaster risk reduction, which were subsequently used to write long-term national action plans. The assessments were facilitated by UNDP's Capacity for Disaster Reduction Initiative (CADRI). A regional strategy for southern Europe and Turkey was also developed using the results of the assessments.

▶ UNDP helped to complete disaster risk assessments to plan for future disasters in **Armenia, Bosnia and Herzegovina, Uganda and Sri Lanka** as well as a regional assessment for **Central Asia**. The assessments in Uganda and Central Asia included a review of climate risk management capacity.

In **ARMENIA**, UNDP's Global Risk Identification Programme helped the Ministry of Emergency Situations to complete a systematic inventory and evaluation of existing risk information and risk assessment capacity. The information was evaluated, classified and integrated into a Disaster Risk E-Library that is publicly available. With UNDP's assistance, the Ministry also established a National Disaster Observatory. Officially launched in October 2011, the Observatory's mandate is to facilitate the systematic collection, integration, analysis and interpretation of disaster data to inform policy and decision making processes.

Zero

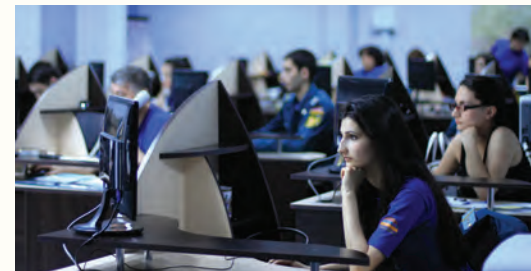
Number of lives lost in Aceh, Indonesia, when an earthquake struck in 2011, in part as a result of UNDP supported disaster risk management activities.

DISASTER-CONFLICT INTERFACE: COMPARATIVE EXPERIENCES

BCPR launched a study in 2011, to examine the relationship between conflict and disasters associated with natural hazards. The *Disaster-Conflict Interface* analyses cases from across the globe where conflict and disaster coincide, such as in the Horn of Africa. In that region, ongoing conflict has increased the vulnerability to drought and severely hampered humanitarian access to the worst-affected areas, triggering a flood of refugees and amplifying the risk of further conflict over resources.

In all nine case studies presented, where both phenomena were present conflict was found

to have exacerbated the impact of disasters on people. These cases highlight the importance of governance as a key enabler of both disaster reduction and conflict prevention. Good governance has been shown to help with speedy recovery and to lessen the likelihood that natural disasters will reoccur. The study argues for comprehensive interventions that must include scaled-up support for more responsive, accountable, and resilient governments, and developing an integrated pool of staff with expertise in conflict and disaster risk-management, governance, environment, and poverty reduction.



The Armenian Ministry of Emergency Situation's new Disaster Risk E-library, created with the UNDP support.

In order to integrate this work with the broader government administrative system, focal points representing the Observatory have been appointed in all 18 Ministries. At the local level, a disaster risk assessment focusing on seismic threats was completed for the city of Gyumri.

Armenia has become a model country for disaster risk reduction in the region. Lessons-learned and best practices are being shared with countries like **Moldova, Montenegro, Tajikistan and The Former Yugoslav Republic of Macedonia.**

► UNDP helped to integrate disaster risk reduction programmes in priority development sectors and ministries in **Honduras, Kyrgyzstan, Malawi, Nepal, Sri Lanka and Tajikistan.**

In **HONDURAS**, UNDP has helped to integrate disaster risk reduction into broader government plans and strategies by ensuring that all development projects contain a systematic evaluation of disaster risks prior to their submission for public financing. The technical guidelines developed with UNDP support and the official governmental decree guaranteeing their implementation by all ministries, have established a solid foundation for the funding and implementation of risk management in the country. This has strengthened the capacity of the country to implement resilient recovery interventions.

In 2011, severe flooding damaged over 30,000 homes in the country. Close to 40,000 people benefited from a UNDP-supported recovery plan. US\$1.2 million was allocated for rebuilding houses, livelihoods recovery, small infrastructure reconstruction projects and temporary work schemes to help with the clean-up. Over 3,000 families were helped through the rebuilding of infrastructure; over 10,000 people benefited from the rebuilding of water systems; 537 families received agricultural assistance and nearly 7,000 people were given temporary work in the rebuilding, debris removal and clean-up process.



Honduran villagers benefit from a UNDP supported recovery programme following flooding in 2011.

LOOKING AHEAD

It takes time to forge the broad-based consultations needed to establishing effective disaster risk reduction capabilities and to building resilience across all sectors, communities, and institutions. This also applies to building the government structures that can protect people in times of disasters.

Difficulties in raising adequate funding, both by UNDP and national and local partners, have often stymied the process of improving the capacity of governments to prevent and mitigate the effects of disaster.

UNDP will continue to focus on developing the capacity of countries prone to natural hazards. Disaster risk reduction strategies need to be integrated into national development plans and budgets so that they are appropriately funded. UNDP's efforts will be strengthened through work with other agencies and by developing joint support to selected countries. UNDP will continue to advocate for long-term and sustained engagement with high-risk countries for building resilience, in partnership with donors and national governments, as well as to match early warning with early action.



UNDP employed Haitian workers demonstrate preparation of disaster-resilient concrete.

UNDP will continue to advocate for long-term and sustained engagement with high-risk countries for building resilience, in partnership with donors and national governments, as well as to match early warning with early action.

On the path to sustainable development

The three decade long conflict between the Government of Sri Lanka, and the Liberation Tigers of Tamil Eelam, which was fueled by ethnic tensions between the majority Sinhala and minority Tamil populations, was brought to an end in 2009, creating hope for peace and stability.

Sri Lanka is at a defining moment in its history. Despite the war, the 2004 tsunami and the impact of the global recession, the country achieved middle-income status. With a land area of 62,705 km² and a population of 20.45 million, Sri Lanka is ranked 97th out of 187 countries in terms of human development, making it the most developed country in South Asia.

Initially providing crisis prevention and recovery support to Sri Lanka after the 2002 Ceasefire Agreement, UNDP's assistance went on to include the response to the devastating 2004 tsunami,

emergency help when the ceasefire broke down and hostilities resumed in 2005, and extensive recovery assistance since the end of the war in 2009.

In the wake of the Ceasefire Agreement in 2002, BCPR provided technical assistance to UNDP that helped kick-start a range of programmes to support the government in post-war reconstruction and reconciliation, including in recovery and livelihoods, enhancing social cohesion and capacity development for mine clearance activities.



A Sri Lankan woman takes part in UNDP livelihoods training that will help her return home following the end of fighting in 2009.



When the 2004 Tsunami struck, killing over 30,000 people, displacing over 100,000, and destroying critical livelihoods in the country, unprecedented donor contributions to Sri Lanka and other affected countries poured in. BCPR immediately deployed expertise in recovery and conflict sensitivity, which helped UNDP to mobilise over US\$ 30 million.

This support from BCPR helped provide assistance to over 24,600 families to re-start fishing and other small businesses. Additionally, the disaster became the entry point for UNDP to promote long-term disaster risk reduction. UNDP helped the government to write the Disaster Management Act No 13, passed by Parliament in 2005. The Act established the Disaster Management Centre (DMC) and a dedicated Cabinet level ministry for disaster management. The DMC is now able to respond 24/7 to emergencies.

Better observation and warning systems are already demonstrating positive results. For example, flooding and landslides in May 2003 killed over 235 people. However, after the DMC was established,

similar floods and landslides in December 2010 and January 2011 claimed 62 lives—significantly fewer than the 2003 toll. Over 20 evacuations have taken place because of the new emergency systems and disaster resilient buildings have also been developed.

Following the end of hostilities, in May 2009, recent UNDP efforts have focused on the transition from war to recovery.

UNDP's support to the management of government-led mine clearance activities paved the way for the clearance of 13.7 km² of land (this was on top of the more than 393 km² of land that had been cleared since UNDP's assistance to mine action management began over a decade ago), enabling over 398,000 internally displaced people to return home since the end of the fighting. UNDP's mine action work served as the critical enabler for recovery, allowing for the timely release of land for housing, farming, railways and schools.

The spread of disease amongst displaced people was kept to a minimum because of UNDP supported efforts to establish drainage and waste management systems at Menik Farm, home to 300,000 during the peak of the crisis.

Subsequent to tsunami recovery activities, UNDP helped over 6,350 conflict affected people regain their livelihoods by providing seeds, livestock, fertiliser, water pumps, boats and tractors, as well as training in technology, and business development and access to finance. Ninety-three percent of those receiving money and training were women and 40 percent of implementing partners were women's organisations.

UNDP also helped with government efforts to rehabilitate 150 livelihood and social infrastructure units such as food processing plants, markets, access roads, irrigation systems, community halls and play-grounds, benefiting over 60,000 families.

 **60,000**

The number of families that benefitted from 150 livelihood and social infrastructure units

UNDP has used its livelihood activities as entry-points to build links between communities kept apart by war. For example, by using exposure visits, joint trainings, construction activities and a school twinning, UNDP has been able to foster dialogue and understanding between Tamil and Sinhalese groups.

After the conflict, UNDP supported mobile documentation clinics that have reached over 100,000 people since 2009, a large proportion of whom were displaced by conflict and the recently resettled. Through these clinics, families are assisted to reclaim legal documents such as birth, death and marriage certificates and national identity cards. Through bringing the relevant government officials directly to those in need, these clinics save beneficiaries from having to make numerous trips to town, saving time and money. At the same time, UNDP has provided support to extend the reach of legal aid services, enabling people to seek assistance with divorce, child maintenance, and to seek redress from domestic violence, as well as bail applications through services within prisons.

To address the environmental damage caused by the conflict, UNDP and the United Nations Environmental Programme collaborated to develop plans to manage forests, wildlife, marine, mineral and water resources in the Northern Province.

BCPR's 10 year engagement in Sri Lanka shows that sustained support in one country can have a long lasting and transformative impact.

BCPR's support to government research has enabled successful field trials in the growing of salt-resistant rice. Over 100,000 ha of salt affected land can now be made productive again and this will help Sri Lanka prepare for the impact of climate change.

BCPR began supporting a women's leadership programme in 2010, with training and seed-funding for 30 potential women leaders in Ampara, a district affected by the war and tsunami. One of the women successfully contested local elections and became the first female representative for her area.

The operational context posed some challenges, such as the escalation of hostilities and flooding which delayed the implementation of projects.

The post-war environment saw the creation of new institutional structures for recovery and development in the northern and eastern provinces. UNDP was required to recalibrate its implementation in-line with the new structures, which took time and increased the cost of recovery activities. The war and resulting humanitarian priorities frequently diverted the attention of the government and donors from other activities, such as institution building.

BCPR's 10 year engagement in Sri Lanka shows that sustained support in one country can have a long lasting and transformative impact. The government can now manage most disasters without external support—something that could not happen in 2004. Similarly, the crisis prevention and recovery capacity that has been put in place within UNDP allows for in-country technical advisory to the government and rapid knowledge transfer when crises strike.

UNDP works to encourage inclusive participation and dialogue in countries that are prone to violent conflict.

Preventing violent conflicts⁴

UNDP supports national and local institutions and leadership in efforts to prevent violence, manage conflicts constructively and engage peacefully in political transitions. Lasting peace requires communities and their leaders to possess the skills and be given the opportunity to work together across political and sectarian lines. The absence or presence of these skills can make the difference between violence and turbulence on the one hand, and peace and growth on the other. UNDP works to support countries to strengthen their own abilities for the prevention, management and resolution of conflicts.

This work complements broader UN preventive diplomacy, mediation and peacekeeping. UNDP's dialogue efforts bring together actors at all levels of society and politics that are not reached by high-level negotiation and helps to underpin the implementation of national peace agreements. Improving local capacity for conflict management helps resolve recurring violence over land and natural resources and therefore helps stabilise peace agreements.

UNDP focuses on three main ways of preventing conflict and alleviating tension before it escalates into violence:

- Enabling social dialogue, bringing different social sectors to talk and act together;
- Strengthening the capacity of institutions to mediate and prevent tensions from escalating to violent conflicts; and
- Engaging in development that is inclusive, conflict-sensitive and that can be sustained over time.

UNDP works to encourage inclusive participation and dialogue in countries that are prone to violent conflict. The assistance provided to local and national governments helps them to manage and minimise partisan violence during political transitions.

Specifically in 2011, UNDP contributed to attaining the following results:

► Building trust and dialogue among social sectors

In April 2011, a UNDP-supported “insider mediation” effort by the Christian Council of **Lesotho** ended a three-year political impasse and led to a multi-party agreement that contributed to peaceful national polls in 2012. The Christian Council is receiving longer-term support to consolidate its role in conflict management and prevention.

In **Fiji**, a UNDP-facilitated high-level roundtable process brought together the government and civic leadership to help build mutual trust and confidence for the first time since the military takeover in 2006. By early 2012, public emergency regulations were being lifted by the government, and a conversation had begun around the constitutional and electoral reform proposed by the government.

In July 2011, political tensions led to violent rioting in **Malawi** with the loss of 20 lives. Joint support by the UN Department of Political Affairs (DPA) and UNDP involving an intervention by a special envoy of the Secretary-General, as well as Malawian-led civic dialogue, helped lower tensions, prevented further violence, and helped build trust and confidence to engage in negotiations on the contested issues.

► Building institutions for the peaceful management of conflict

In **Kyrgyzstan**, the parliamentary election in 2011 was peaceful due in part to UNDP assistance to the interim government in consolidating mechanisms for conflict mitigation and mediation, including support to the Ministry for Inter-Ethnic Relations. This was complemented by close collaboration with DPA and their efforts at the political level.

⁴ Refers to MYRF Output 2: National and local capacities strengthened at all levels to prevent, reduce and mitigate the impact of conflict in countries at risk of conflict.

In **Uganda**, the National Elders' Forum is receiving longer-term support to consolidate its role as a standing instrument for conflict management and prevention.

► Prevention and management of violent conflict

UNDP-assisted confidence-building efforts and support for local level conflict resolution, played a critical role in ensuring a peaceful national poll in **Benin**, and in a concrete reduction of the levels of tension and violence before, during, and after the national polls in **Uganda**. Traditional and religious leadership played critical roles in both instances.

Nigeria's Plateau State (known for recurring inter-community violence), which benefited from UNDP-supported early-warning-and-response efforts bringing together civil society and security agencies, remained peaceful in the immediate aftermath of the national elections in April.

LOOKING AHEAD

Overall, UNDP displayed greater capacity for timely response, and the right competencies and flexibility when engaging with short-term crises and opportunities in 2011. The prevention or mitigation of potential elections-related violence in contexts as diverse as Benin, Uganda, and Nigeria pointed to greater UNDP expertise in this area, combining elements of local-level early-warning-and-response with facilitation of dialogue at the national or provincial level.

Conversely, these short-term gains (including the capacity developed to support these interventions) were often not translated into wider programmes to develop conflict prevention capacity that enlarged and sustained the initial openings provided by these short-term achievements.

Three factors contributed to this lacuna: There is greater flexibility for the allocation of resources to address short-term visible crises, as opposed to longer-term after development. There are also limited



A woman farming rice, Kaduna State, Nigeria

resources available in UNDP Country Offices to fund staff such as “Peace and Development Advisors,” who are jointly deployed by UNDP and DPA to assist UN Resident Coordinators to in-turn support their national counterparts. In some cases, there were political fluctuations in the countries involved as well.

On the other hand, countries such as Ghana, Kenya, Kyrgyzstan, and Timor-Leste, having made significant investments in longer-term peace architecture, also found that they were better placed to resolve sudden short-term downturns or tension.

Moving forward, UNDP will conduct advocacy and make a significant push for mobilisation of more sustained resources for longer-term capacity development, and for the ability of UNDP Country Offices to have the specialised staff required to support such initiatives. BCPR will also work more closely with UNDP's Regional Bureaus to ensure that such capacity development is fully integrated into country programmes. Nepal has taken important steps in this direction, and the Uganda and Sudan Country Offices also began this process in 2011.



A billboard promotes peace in Kotido District, Uganda.

Cultivating calm from the ashes

Between December 2007 and February 2008, Kenya's reputation as a peaceful and stable African nation was shattered when tribal and ethnic violence spread across the country following a presidential election. Civil unrest caused over 1,300 deaths, and more than US\$ 3 billion worth of damage. It also displaced over 600,000 people.

Kenyan society and the political system weren't prepared. While there was an existing formal peace mediation structure in some communities that worked well in preventing fighting, these were ad hoc, not universally used and only existed in limited geographic areas. Law enforcement was inconsistent and there were allegations that in some cases police were the perpetrators of violence, including carrying out extrajudicial killings.

The violence highlighted the need for political and constitutional reform.

The Kenya National Dialogue and Reconciliation process, facilitated by a panel of notable African figures, including former UN Secretary General Kofi Anan, helped negotiate a power sharing arrangement that in 2008 ushered in a coalition government.

UNDP helped to implement the actions that were agreed through these discussions by advising the government on proposed legislation; training staff at the Truth Justice and Reconciliation Commission, the National Cohesion and Integration Commission, the Committee of Experts on the

New Constitution, and the new National Electoral Commission. These were all new institutions that arose from the agreement. UNDP provided these institutions with comparative experience from other parts of the world, and recruited experts.

The peace deal also mandated that the constitutional question be revisited, which led in August 2010 to the adoption of a new constitution and provided a framework for legislative and institutional reforms in Kenya. In order to support principles of governance that include democracy and citizen participation, empowerment, inclusiveness, equality and legal reform, UNDP helped the government-appointed team to draft the Constitution, which is the most significant positive factor in recent years.

A young Kenyan pledges to support peace.



A local youth congress and members of a District Peace Committee meet for a peace caravan.

Since the violence ended, UNDP has supported government efforts to expand the formal peace mediation. UNDP has helped fund, establish and train 120 District Peace Committees in conflict reconciliation techniques. Over 200 potentially violent conflicts have now been averted across the country through the 15–25 person committees that identify potential violent hotspots and defuse them through negotiation, dialogue, and traditional reconciliation approaches.

To better manage inter-communal conflict, UNDP helped the government to train more than 1,000 administrative and police officers, in partnership with the Kenya Institute of Administration. The training helps officers identify where violence may occur and pro-actively prevent it. This has resulted in increased community confidence and partnership with the police, which was amply demonstrated during the national referendum for a new constitution in August 2010 when many communities worked closely with the police to prevent threatened violence.

In order to better understand some of the underlying causes behind the 2008 violence, UNDP has supported the government to conduct a conflict analysis survey, which informed the development of a national strategy on militias and armed groups.

UNDP has assisted government-led efforts to train members of 10,000 member non-governmental organisation network in community recovery, reconciliation, community cohesion and security skills. The Partnership for Peace and Security network works with the district peace committees

to conduct conflict mapping, which helps predict where violence will occur. Members are deployed to communities where violence outbreaks are likely, and help find amicable solutions to differences, through for example: sports for peace events; community meetings; community exchanges and the mediation of disputes. This pro-active approach has contributed to increased community confidence and increased social interaction among community members.

The Uwiano Platform for Peace, established through a UNDP, police, civil society and government partnership, ran a conflict awareness media campaign, combined with a conflict early warning and response system that resulted in zero reported incidents of violence during the 2010 constitutional referendum. This was a remarkable feat considering the violence of 2008. Over 20,000 SMS messages were sent by the district peace committees, civil society and members of the public to the Platform. 356 different interventions took place during the referendum. The partnership

20,000+

SMS messages were sent by the district peace committees, civil society and members of the public to the Uwiano Platform to allow immediate response to potential violence.

Zero *The number of reported incidents of violence during the 2010 referendum.*

is now a permanent mechanism that works towards conflict prevention in Kenya.

Despite these positive factors, several important challenges remain. While many Kenyans now believe that measures are in place to prevent political violence, and planning continues for this eventuality, the structural problems that led to the 2007 and 2008 violence have not been fully addressed. In the lead up to the March 2013 election, there is concern that Kenya is not fully prepared for partisan conflict. Many internally displaced people are still in camps while others have not yet fully recovered from the violence of 2008. This could easily be a source of tension. High levels of unemployment persist, especially among young people, leaving a pool of disaffected people that could perpetrate violence. The lack of basic livelihoods remains a fundamental threat to governance and security and the seeds for future violence are evident. The Uwiano Platform may be unable to prevent it.

Added to this concern is the fact that Kenyan politicians still use ethnic and other differences to score political capital. The success of the elections and Kenya's future stability and development will depend largely on how politicians use the lessons of the 2007 and 2008 violence and their commitment to a transparent and peaceful electoral process.

UNDP's support to the government and national partners demonstrated that partnerships between the state and civil society are possible and can reduce violence. Building peace is not the responsibility of the state alone. Everyone in a country can be an important player in ensuring peace and security.

CHAPTER 2

LINKING PREVENTION AND RECOVERY

The response to humanitarian crisis around the world has traditionally focused on the immediate needs of the population, for example, food, water, shelter and sanitation. However, in recent years, this approach has begun to change. Recent humanitarian efforts now emphasise early recovery—coordinated humanitarian action that helps restore and build the capacity of the people affected by a crisis, while still supporting those essential first efforts of a community to recover.

 **1.5+** billion
The number of people who live in fragile and conflict-affected countries.

It is 'early' because the need to look beyond relief is immediate. The focus on recovery planning should begin as early as possible; emphasising capacity development and the long-standing concern for national ownership in order to ensure that nations, communities and people become more resilient in the face of recurring or future crises.

After disasters or man-made conflicts, the priority is to restore essential services and to rebuild infrastructure, such as schools, clinics, farms and markets as soon as possible. This requires helping governments to deliver basic services as soon as possible, restoring justice and security, stabilising livelihoods through emergency employment programmes, or reintegrating ex-combatants. For example, villagers made homeless by an earthquake may be given emergency employment to clear debris, build emergency shelter or repair

Crisis governance⁵

After disasters, UNDP works with countries to help them reform or improve official systems for disaster risk management—the body of policies, strategies, plans, legislation and institutional mechanisms that reduce the risk of disaster and govern recovery interventions aimed at “building back better”.

UNDP's experience has shown that the effectiveness of recovery programmes is greatly enhanced if the arrangements for the recovery process have been made before a disaster happens. Planning in advance for recovery accelerates decision-making, which helps vulnerable groups to recover faster.

At the same time, UNDP works to integrate peace-building and statebuilding partnerships, priorities and programmes in crisis-affected and fragile states and ensures that consistent advice and expertise is available to UNDP Country Offices in the design, implementation and monitoring of programmes.

In 2011, as part of BCPR's Strategic Review, the Bureau identified the need to provide increased

critical infrastructure such as roads, harbours or bridges. Or they could be employed in camps to restart governance initiatives, such as issuing identification or registering internally displaced persons. Early recovery addresses immediate humanitarian needs while preparing the community to receive further assistance with a view to planning for the end of the crisis and the restarting of normal development activities. This approach also serves as a basis for an effective 'exit strategy' for humanitarian organisations.

Injecting a development approach into the humanitarian response as early as possible enables governments to rapidly restore livelihoods and resources that are critical to durable recovery. The aim is to build resilience through recovery—to give people a chance to restart their lives, their dignity and to reduce their vulnerability to future crises.

support to governance in target countries, and established a dedicated Crisis Governance and Rule of Law Group with expertise and operational capacity across these areas of focus.

The crisis governance programme prioritises rebuilding of confidence in the state, including building national capacity at local level to deliver services to crisis-affected populations in the short to medium term via existing or rapidly reconstituted local authorities. It puts a premium on the participation of excluded groups and victims of crisis, including demobilised soldiers, women and youth, in planning recovery and overseeing its delivery, as well as in processes like constitution building or the emergence of new political parties.

In 2011, the endorsement by the UN Development Group of *The New Deal for Engagement with Fragile and Conflict Affected States* at the Fourth High-Level Forum on Aid Effectiveness in Busan was an important achievement for UNDP and the international community. More than 1.5 billion people live in

fragile and conflict-affected countries. The New Deal recognises that few of these countries will achieve a single Millennium Development Goal by 2015 and places the voice of fragile states at the forefront of reform. UNDP has played an important role in supporting the development of the g7+ (a group of 17 of the world's most fragile states), and the New Deal agreement.



This endorsement was followed by the UNDP report: *Governance for Peace: Securing the Social Contract* written in 2011 (launched in January 2012). The report reviews 20 years of UNDP support to countries in crisis and concludes that

establishing the social contract between citizens and the state is at the heart of recovery. It presents a clear programmatic framework for UNDP, drawing on the peacebuilding and statebuilding goals of the New Deal. This framework has been applied to the design of several country, thematic and crisis response programmes.

BCPR works closely with UNDP's Bureau for Development Policy and Regional Bureaus to guarantee UNDP's performance in governance and rule of law support in crisis-affected and fragile countries. Both bureaus have collaborated to support 16 Country Offices, by helping design crisis governance programmes, deployment of expertise and assistance responding to crisis.

► In 2011, BCPR worked with UNDP Country Offices to restart service delivery for an estimated nine million people following disasters or conflict in **Chile, Colombia, Honduras, Pakistan, Peru and Tajikistan.**

In July-August 2010, **PAKISTAN** was hit by unprecedented monsoon rains and floods. Over 20 million people, nearly 12 percent of the population, were affected. The floods damaged over 1.6 million homes, as well as bridges, roads, buildings, electricity infrastructure, agricultural land and crops. Food security has been further threatened by the loss of over 600,000 tonne of stored wheat seed, 1.5 million cattle, sheep and goats and 10 million head of poultry as well as damage to the water supply.

In August and September 2011, before they could fully recover, floods struck again in Sindh and Baluchistan provinces. This time the damage was less than in 2010, but the 2011 flooding still resulted in more than 465 deaths and affected nearly 5.5 million people.

UNDP responded with a range of activities designed to re-establish the capacity of the local government to respond to the flood; restore the livelihoods of vulnerable flood-affected people; and rebuild basic critical community infrastructure.

Initially in 2010, emergency employment, mostly in infra-structure restoration and debris clean-up was provided to over 170,000 people, providing them with an immediate income; solar power systems were distributed, providing energy needs for more than 150,000; and over 4,000 people were provided with houses and transitional shelters by UNDP; over 4,000 people were also able to re-apply for legal documents lost in the flooding through UNDP supported units.

 **4,000+**

The number of people in Pakistan who were provided with houses and transitional shelters by UNDP when the country was stricken by floods.

A Pakistani woman drinks from a community fountain installed through a UNDP supported programme for flood victims.



⁵ Refers to MYRF Output 3: National and local capacities strengthened at all levels, enabling key functions of government to be fulfilled in post-crisis situations for recovery.



A man plants mangrove seeds in Pakistan as part of UNDP supported disaster risk reduction activities.

The establishment of 407 Musalihat Anjumans—an alternative mechanism for the mediation and reconciliation of disputes related to violence and abuse—have given flood affected communities access to an inexpensive platform for resolution of community level disputes, which has a huge impact on poverty stricken families that cannot afford access to regular courts of law.

In collaboration with the psychology department of Quaid-e-Azam University in Islamabad, UNDP has supported psycho-social services to 834 flood affected communities. The support helps the victims of the disaster to cope with trauma, depression and anxiety.

UNDP has helped communities with technical assistance to improve crops, productivity and rangeland management in its targeted areas; provided seeds, fertiliser and tools to farmers; established greenhouse facilities to cultivate plants; upgraded wells; and supported the rehabilitation of irrigation channels and water storage reservoirs.

Over 5,700 people (primarily women) have benefited from livestock management training, which will improve livelihood opportunities for flood victims. More than 40,400 people have now received animals under livestock support.

Over 2,800 UNDP supported infrastructure schemes, benefiting 1.2 million people, using emergency employment labour, have now rebuilt/rehabilitated 526 km of roads tracks and pavements; 390 bridges; 4,012 drinking water facilities; 1,395 culverts and 60 km of water courses; and 1,852 disaster resilient and energy efficient houses for extremely vulnerable groups.

► **Assessments of local state authorities/institutions at regional and district level were undertaken in Chad, South Sudan and Uzbekistan** that will help the governments of these countries to better evaluate their own capacity to deliver crisis recovery services.

1.2m

The number of people that benefited from UNDP supported infrastructure schemes in Pakistan.

After several decades of civil war and five years after the Comprehensive Peace Agreement was signed, **SOUTH SUDAN** became an independent country on 9 July 2011.

In that month, the Government of South Sudan completed a UNDP supported National Mid-Term Capacity Development Strategy. This plan outlines the core institutional capacity that will be required to ensure the viability of the South Sudanese state and lay the foundations for more comprehensive development planning.

This plan was based on socio-economic assessments, funded in part by BCPR, which were undertaken in all ten states of the new country. Each assessment included a capacity and institutional assessment of the local government's ability to undertake development planning and implementation. The information gathered has been consolidated into medium-term development frameworks for the states. Annual work plans and budgets based upon these strategic frameworks are now in place for all states and will be implemented in 2012.

Following the successful referendum, UNDP supported the government's design of a strategy aimed at developing the capacity of national institutions to deliver the country's first ever National Development Plan, launched in August 2011.



South Sudanese mark their Independence Day in Juba on 9 July 2011.

► Elections can often have the potential for violence and disruption in developing countries. In 2011 UNDP continued to help countries to **develop conflict-sensitive and inclusive electoral strategies**, as well as parliamentary and constitution-making arrangements.

In **TUNISIA**, in the run-up to the country's historic October 2011 National Constituent Assembly elections, UNDP helped more than 50 political parties to engage in dialogue with each other. This helped to secure a consensus-based transition after the Government was deposed following widespread violence earlier in the year. UNDP experts supported the transitional regime in drafting new laws and 169 female candidates were trained in campaigning and public speaking. Four of the women coached by UNDP were among the 59 eventually elected to the Assembly.



UNDP Summer University Graduate Sumayya Arnouni casts her vote in Tunisia's 2011 Constituent Assembly Elections.

LOOKING AHEAD

Fragile states with weak capacity and compromised legitimacy adversely impact the lives of millions of people decades after the end of conflict. In order to address fragility, it is necessary to build a strong relationship between the state and society. An international consensus around this issue has been accompanied by the creation of new policy forums and instruments. The emergence of the g7+ Group of Fragile Countries has re-defined the aid effectiveness agenda in this direction and the agreement of the New Deal is proposing new priorities for development support.

The publication of the *World Development Report on Conflict and Fragility* in 2011 and the UNDP *Governance for Peace Report* demonstrate more focused efforts to develop and support the social contract, the legitimacy of the state and inclusive politics as drivers for peacebuilding and statebuilding.

The UN has recently developed a series of common instruments that help link responses between agencies and bureaus. Some of these include:

- The UN Integrated Mission Planning Process;
- The work on national capacity and improved UN operations to guarantee effective system-wide response as part of the Civilian Capacities;
- The UN-wide review of Public Administration Reform; and
- Local Governance and of Constitution Making in post-conflict situations.

These all point to the emergence of a new body of policies on statebuilding and new way of working that will need consolidation in the UN System in coming years if responses are to be effective.

The emergence of the g7+ Group of Fragile Countries has re-defined the aid effectiveness agenda and the agreement of the New Deal demonstrates new priorities for development.

From conflict to concord: Colombia's journey to peace

Since the 1960s, Colombian government forces, left-wing insurgents and right-wing paramilitaries have been engaged in South America's longest running armed conflict. The violence generated by the conflict has created a protracted humanitarian crisis. Up to four million people have been displaced since 1997.

Human rights violations against civilians have been carried out by all sides in the conflict. Extra-judicial executions and kidnappings of community leaders and human rights advocates, together with forced displacement to control land and natural resources continues to take place, creating a culture of fear and distrust. The conflict has shattered civil society and social fabric, especially in those rural areas formally controlled by belligerents. The persistent threat of violence discourages people from speaking out publicly or even running for local government. On top of this, natural disasters, such as the flooding in 2010 and 2011 that affected 3.2 million people remain a recurrent threat to development.

However, the conditions are now more conducive to achieving peace. The progress on human security, the political will of the new government, the vitality of social movements at national and regional level, the new law on victims and land restitution, are important steps towards dialogue and peace.

BCPR supported UNDP's REDES Programme ("networks" in Spanish) which has formed the overarching umbrella strategic intervention for much of the activities for peacebuilding in Colombia. REDES works with national authorities and civil society in conflict prevention, the rule of law and transitional justice, local governance and economic recovery.

Since 2004, UNDP's efforts to support local peacebuilding have focused on supporting victims of the armed conflict, in particular: women, youth, indigenous groups, afro-Colombians and peasant organisations. In the regions where it has a presence, UNDP has provided training to over 10,000 leaders, allowing them to participate in public dialogue on issues related to human rights and building a culture of peace.

The first step to achieving this has been to encourage the formation of 800 civil society and victims groups that people can use to advocate for their own rights. UNDP support has helped a diverse range of groups form, such as programmes for peace and development; women's organisations; local economic development groups; indigenous, afro-Caribbean and peasant rights groups; and human rights groups. Members have been trained in how to build and consolidate an organisation, develop a substantive agenda, understand their rights and obligations, as well as training in management and leadership.



Indigenous guards, Cauca, Colombia

Boya Pabon/UNDP/Colombia

Young Colombians take part in UNDP supported peacebuilding activities.



Boya Pabon/UNDP/Colombia

One area where this has paid off is through civil society groups representing people displaced from their land. The Victims and Land Restitution Law (2011), which came about in large part due to the pressure of civil society groups receiving United Nations support is helping people victimised by the conflict to be recognised by the State, as well as access truth justice and reparations. Since April 2012, 75,000 victims have been provided with compensation. The government aims to provide over 400,000 with reparations by 2014.

UNDP's Transitional Justice Programme, with participation of nine donors and all the institutions involved in rights of victims has helped local organisations identify over 9,400 cases of disappeared people and obtained access to justice for over 27,400 victims of the conflict. Human rights training and legal counsel was given to victim's organisations to help them in this process. UNDP also gave the Colombian justice system technical help in the investigation and prosecution of accused criminals.

Linked to this is the "social contract" between people and political parties. UNDP is helping to build this by encouraging participation in public dialogue and politics following decades when being part of local government was seen as a dangerous or corrupt activity. During elections in 2007 and 2011, UNDP helped electoral nominees by establishing safe environments for debate and working on a unique system that locks in candidates' promises to constituents. When candidates are elected, the areas that they publicly committed to working on are included in UNDP supported development plans, which ensures that they get funding and are actually implemented.

Women's participation has been a central issue. In six regions of the country, as part of the electoral strategy, 50 UNDP supported women's organisations from different municipalities have been involved in training and forums. Compacts were subsequently signed by mayoral candidates to include women's issues, including compliance with the quota law, in their administrations. Candidates also agreed to formulate public policies on gender equity, create a Ministry of Women and Gender Equity, have gender budgets, and train women as part of their development plans. Over 2,000 women have benefited from UNDP training that has helped them form support groups.

During the past decade more than seven million people have been affected by natural disasters in Colombia. The rainy season brings regular flooding to the north of the country, while highlands are vulnerable to landslides, exacerbated by heavy rural/urban migration. Migrants often locate on the highest risk, most unstable land, such as hillsides or river banks. In 2008, the most destructive rainy season on record, 1.8 million people were affected by floods and over 7,100 homes were destroyed.

UNDP has helped identify high risk areas through disaster risk mapping for eight million people in the flood plains. Awareness raising campaigns and risk management strategies in communities has helped villagers to identify their own risks to surrounding natural hazards. Increased awareness

of environmental factors has helped to save lives and facilitated better planning for agriculture.

UNDP support to rebuilding community assets following flooding has helped make villagers more resilient to disasters. For example, after the 2011 floods in affected communities in El Carmen de Bolivar and Montes de Maria houses, community buildings and basic infrastructure in high-risk areas have been rebuilt on raised ground. Training in recognising high-risk areas has taught women and children in particular to become disaster risk monitors in villages while promoting local income generation, as villagers reconstruct their own livelihoods.

UNDP has also supported municipality efforts to link with the private sector in flood recovery and preparedness. Universities have provided villages with architecture students to help with the design of flood-proof buildings as part of a better territorial planning process. Private businesses have provided roofing and paint.

In 2003 after landslides took place in Bogotá, UNDP helped the government to develop warning systems for poor communities, train members of those communities in high risk areas to manage emergency contingency plans, as well as develop plans for the recovery of the city's buildings, roads, public spaces and livelihoods.

Local level peacebuilding promoted by UNDP has achieved concrete results and has changed the life of thousands of people in Colombia, especially the most excluded populations. The participation of civil society and regional actors is an essential step towards sustainable peace.

BCPR and its partners have been combining efforts to enhance security at the community level with the development of national frameworks for monitoring security and violence.

The rule of law, justice and security⁶

The rule of law is a state in which individuals, communities and governments are regulated by law and not arbitrary action by an individual, a group of individuals or organs of the state.

Improving justice and security service delivery in conflict, post-conflict and fragile settings requires therefore helping local and national governments to expand access to justice, ensure citizens and communities are protected, and prevent the escalation of interpersonal conflicts. In countries affected by war, disaster and violence, the delivery of justice and security services is at the heart of the social contract—it strengthens public confidence in the rule of law and enables peace and overall development.

Over recent years, UNDP's investment in this area has grown significantly under BCPR's Global Rule of Law Programme. UNDP's rule of law, justice and security programming, knowledge exchange and policy guidance focuses on elements of the rule of law which:

- Deal with the legacy of conflict, including through supporting transitional justice initiatives and mechanisms;
- Improve human security, by working with governing institutions and communities affected by insecurity and injustice;
- Increase access to justice for all, by ensuring that the law is not discriminatory, holds to international and

- regional standards and norms, and is accessible to all, and;
- Deliver security and access to justice for women.

The positive results of these efforts in 2011 were evident.

► **Programmes to reduce armed violence and control small arms were implemented in Bosnia and Herzegovina, Burundi, Côte d'Ivoire, Democratic Republic of the Congo, El Salvador, Haiti, Honduras, Jamaica, Kenya, Liberia, Nepal, Nicaragua, Papua New Guinea, Somalia, South Sudan, Sudan and Kosovo.** Recognising the need to effectively deal with violence and small arms, BCPR and its partners have been combining efforts to enhance security at the community level with the development of national frameworks for monitoring security and violence.

In **EL SALVADOR**, UNDP support enabled local authorities to improve the ability of law enforcement to respond to criminal incidents, as well as to strengthen cooperation between the police, civil society and communities to prevent armed violence. This has included setting up "gun-free zones" banning the carrying of arms. Sharp reductions in local and national violence are already evident. In one municipality a 40 percent reduction in homicides was recorded in 2011 and an average of



South Sudanese police recruits at a UNDP supported training academy.

Paul Banks/UN Photo

⁶ Refers to MYRF Output 4: National and local capacities strengthened for improved justice and security service delivery in conflict, post conflict and fragile settings.

12 percent reduction of murder rates could be seen across 20 of the most violent cities.

A violence and crime observatory in **HAITI** is better able to monitor criminality in part because of a 2011 survey on victims of violence carried out with UNDP support. The Government of Haiti is using this survey to devise violence reduction plans in five major cities. The largest ever citizen security survey in the Caribbean completed in 2011 is being used to help governments in the region to craft national responses to violence. Both of these surveys were produced using maps prepared by the Organisation for Economic Co-operation and Development (OECD)-Development Assistance Committee (DAC) and funded by the UK's Department for International Development (DFID).



Recruits training at the Police Academy in Timor Leste.

► **Justice and security services were strengthened in Afghanistan, the Central African Republic, Colombia, Democratic Republic of the Congo, Guatemala, Guinea-Bissau, Nepal, Sierra Leone, Solomon Islands, Somalia, Sri Lanka, Timor-Leste, and in the occupied Palestinian territory.** This work included enhancing the capacity of courts to conduct judicial decisions; strengthening security and protection mechanisms for communities by, for example, training the police force; or promoting transitional justice to address past violations. Work in this area seeks to give people better legal protection and representation, helps to improve access to justice, and empowers communities and civil society to demand equitable and efficient services.

In countries affected by war, disaster and violence, the delivery of justice and security services is at the heart of the social contract.

In the **CENTRAL AFRICAN REPUBLIC**, UNDP's assistance enabled mobile courts to conclude almost three times the number of cases than they did in 2010 in the four regions where the UNDP rule of law programme operates. Support to the justice system greatly diminished the average duration of pre-trial detention, in most cases by up to 80 percent.

In **NEPAL**, the development of a UNDP supported centralised database of official legal judgements made by the courts continued in 2011 with some 82,500 cases having been entered into the manual record books of the *Judgment Execution Directorate*, which represents a substantial increase from the year before. Training was also provided to 102 court staff and 29 court administrators and law enforcement officials in how to carry out judgements and record these in the database. Currently only 10 percent of judgements are executed. It is expected that this will increase by at least another 10 percent in the coming year due to this support.

Community mediation activities have been underway in 36 Village Development Committees with 1,302 disputes registered and 1,167 resolved successfully in 2011. Seven legal aid desks operating in local police stations have provided legal information and assistance to over 1,200 claimants, 42 percent of which were related to domestic violence. Three new legal aid desks were established in 2011 in low intensity conflict-affected districts of Dhanusha, Sarlahi and Mahottari. Mobile legal aid clinics operating in three districts assisted over 1,500 people in local languages. 73 percent of these were female and 12 percent were from the Dalit minority.



Nepalese women receive UNDP supported legal advice.

UNDP Nepal

50%

Cases before the courts in the Democratic Republic of the Congo relate to sexual and gender-based violence.

► **Justice and security responses to sexual and gender-based violence** were improved in a number of countries including the **Democratic Republic of the Congo, Iraq, Sierra Leone, Somalia, and Kosovo.**

In **SOMALIA**, over 1,000 people received legal aid through the UNDP supported Somaliland Women's Law Association in 2011, up from 474 in the previous year. This has given survivors of sexual and gender-based violence access to justice and security, allowing them to seek legal support and secure convictions.

UNDP's priority and added value in this area is that it is able to build up national capacity for the provision of justice and security to women and therefore establish the rule of law for all people in a society, rather than for just some. To enhance access to justice for women survivors of sexual and gender-based violence, UNDP works with the police to strengthen their capacity to support survivors, investigate and prosecute crimes against women. UNDP also supports the provision of legal aid for survivors of these crimes so they can access justice, and undertakes

dialogue with traditional leaders and community awareness programmes to address the underlying culture of silence or tolerance that is frequently associated with sexual and gender-based crime.

Increasingly, survivors of violence can now seek legal support and secure convictions. An important part of this success has been that UNDP works through national justice mechanisms such as prosecutors and the courts, as well as the security sector, non-governmental organisations, paralegals and other service providers, as well as international organisations. In 2011, based on community perception surveys and regular feedback from partner women's organisations, UNDP was able to observe the positive effect of trials and convictions and increasing confidence in justice and police/security services in a broad range of countries.

For example in the **Democratic Republic of the Congo**, UNDP has supported a comprehensive range of measures, including mobile courts, legal aid centres and strengthening the capacity of the national police, army and justice system to tackle sexual and gender-based violence. UNDP supported the establishment

A drought-affected Somali woman and child who have just received emergency medical treatment for malnourishment.



Stuart Price/UN Photo

of the first ever special forensic police unit in North Kivu and provided support for the investigation of 276 cases, including numerous allegations of mass rapes in Fizi (South Kivu) and Masisi (North Kivu).

UNDP has also supported the establishment of new legal aid clinics and a local network of 20 legal aid centres that provide support to survivors. This has resulted in important improvements in the response of the justice and security sector to crimes against women. In 2011, 330 cases of these kinds of crimes were heard through mobile military courts, resulting in 193 convictions of the members of the police and army. This also included the first ever convictions for crimes against humanity and a number of convictions against high ranking military officers. In addition, the civilian court system continues to deal with a significant number of sexual and gender-based violence related cases comprising approximately 50 percent of all the cases dealt with by the justice system in eastern Congo—UNDP's support to the judicial monitoring of approximately 6,500 such cases has led to greater transparency in the justice system. In 2011, UNDP also provided support to the military prosecutors' investigation of the Walikale mass rape and for the deployment of 100 police allowed for the return of the population to the area.

In **SIERRA LEONE**, the courts were able to increase the number of sexual and gender-based violence cases that were heard in 2011 through UNDP support, which included the opening of "Saturday Courts" to specifically tackle the backlog of cases. By the end of the year, 78 percent of these cases had come before the courts (547 out of 700 cases were heard), and 27 percent were completed. UNDP also expanded its support for mobile courts in the country's southern province during 2011 helping to significantly raise the number of cases heard. Training and awareness-raising activities for traditional chiefs have resulted in enhanced security for women at the local level. Field reports show that more cases of sexual and gender-based violence are now being referred to the Sierra Leone Police's Family Support Units instead of to traditional courts. Also during 2011, the country's Human Rights Commission issued its first judgement. The commission operates with UNDP support.



Fabrice Etienne/UN Photo

An ex-combatant holds out bullets as part of a UNDP supported demobilisation programme in Cote d'Ivoire.



78%

Sexual and gender-based violence cases that come before the courts in Sierra Leone.

547 out of 700 cases were heard and 27% were completed.

LOOKING AHEAD

Going forward, UNDP will continue to root rule of law programmes even more firmly in national political processes, thereby, further ensuring the sustainability of our interventions. We will further strengthen ties with the Department of Peacekeeping Operations, the Department of Political Affairs and other UN and international organisations in the process.

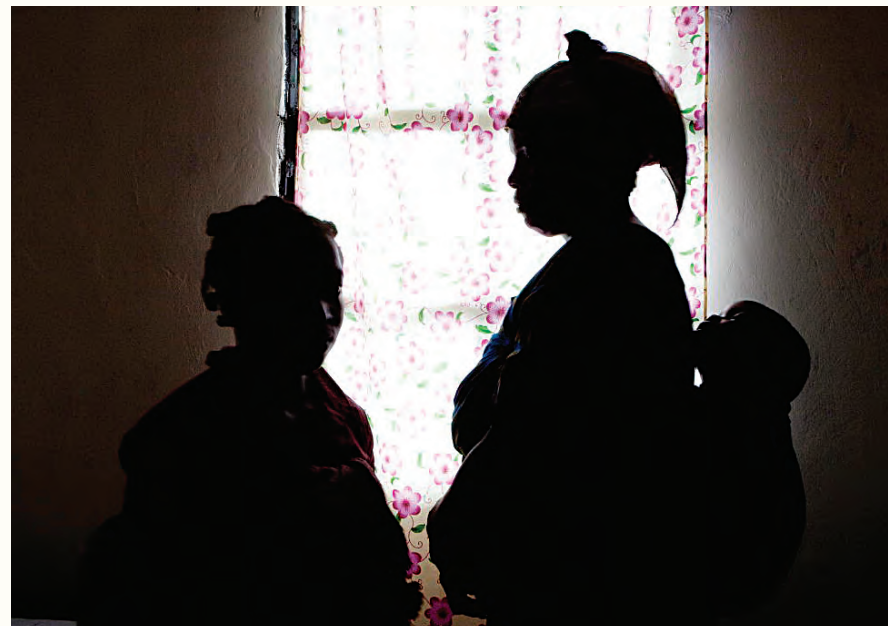
Results on access to justice will be further improved and the special needs for justice and security for women will receive further attention, particularly through awareness-raising programmes, access to services and efforts that hold perpetrators accountable.

Critical lessons have been learned from the past few years. UNDP's focus on the rule of law will seek to transform societies, building confidence through securing "rules of the game" that keep citizens safe, deal with past bitterness, increase access to justice and enable citizens to call the state to account for violations of human rights. We will continue to play a leadership role to support justice and security programmes which contribute to the collective

goal of peacebuilding. We will work with national governments to support their ability to evaluate, monitor and plan for measurable improvements in the rule of law, justice and security in their countries. A community-oriented response will remain a priority for UNDP, but needs to be combined with institutional support. UNDP will focus more deeply on strengthening the relationship between rule of law engagement and livelihood opportunities. This will involve a deeper focus on civil and administrative rights such as land, property, inheritance and resource management.

With regard to armed violence reduction and small arms control, the connection between enhancing security at the community level, and ensuring this is translated into, and complemented with, effective national frameworks has historically been (and remains) difficult to fully establish, with initiatives at the community and national levels often tending to operate in relative isolation. UNDP will seek to strengthen this connection over the next period, anchoring community safety initiatives into wider rule of law work with national governments.

UNDP's focus on the rule of law will seek to transform societies, building confidence through securing "rules of the game" that keep citizens safe, deal with past bitterness, increase access to justice and enable citizens to call the state to account for violations of human rights.



A women's shelter for victims of sexual violence in Goma, the Democratic Republic of the Congo.



A woman attends UNDP supported youth employment training in Guinea.

UNDP will continue to root rule of law programmes even more firmly in national political processes, thereby, further ensuring the sustainability of our interventions.

Technical monitoring of rule of law programmes is working well. However, UNDP commitment to a transformative approach also needs monitoring. A number of initiatives were undertaken in 2011 to improve UNDP's capacity to obtain baseline information and enhance systematic monitoring. These include public perception surveys which help to measure increased confidence in the state in Afghanistan and the occupied Palestinian territory, as well as baseline surveys in the Democratic Republic of the Congo. This will be strengthened over the next programme period so that UNDP is better able to monitor success in the critical rule of law area.

The comprehensive mapping exercise initiated by BCPR in 2011 to better understand and monitor the progress of UNDP's efforts to enhance justice, security and the rule of law in fragile settings will be further developed.

Achieving progress in the area of sexual and gender-based violence and women's security and access to justice, is hampered by entrenched challenges such as patriarchal values and attitudes, stigma and the silence that accompanies sexual and gender-based violence in crisis and post-crisis countries.

A DECADE OF UNDP SUPPORT TO THE PALESTINIAN LEGAL SYSTEM

Access to justice means access to human rights

In the difficult environment of the occupied Palestinian territory, a UNDP programme has helped the fledgling government establish a justice system that is becoming more impartial, fair and transparent.

Violence, volatility, the current political deadlock and challenges caused by occupation and human rights violations in the occupied Palestinian territory have caused considerable hardship for the civilian population, slowed human development and exacerbated poverty.

The programme helps the Palestinian Ministry of Justice, High Judicial Council and the Office of the Attorney-General by focusing on ways to improve legislative drafting, the administration of justice and public information.

By 2011, UNDP had contributed to the writing of 28 new laws in the country that will strengthen human rights for Palestinians, including the Penal Code; the Juvenile Law, which protects young

people; the Legal Aid Law, aimed at increasing access to legal aid for those unable to afford it; and the Law to Combat Violence Against Women.

Over 17,000 Palestinians received legal aid in 2011 through six legal aid clinics. These were established by UNDP in conjunction with the Palestinian Bar Association, civil society organisations and university law faculties in the West Bank and Gaza. The clinics, often staffed by law students, are helping Palestinians to realise their human rights and redress abuses in areas as diverse as property law; employment law; enforcement of the right to education and healthcare; arguing for the right to visit family members in prisons; assisting people who have been tortured or deprived of liberty; and aiding people in understand family law.

Although progress has been made by the Palestinian National Authority under difficult circumstances since its establishment in 1994, Palestine's legal system is outdated and often ineffective. Significant gaps remain and traditionally it contains institutional, legal, and social discrimination, especially against women. Strengthening the rule of law and pressing for law reform is at the heart of the Palestinian statehood agenda.

Since UNDP began engaging in the rule of law sector in 1997, through its Rule of Law and Access to Justice Programme, it has worked with national and international partners to improve the delivery of legal aid, and the way that courts and other legal services are run; drafting laws that protect vulnerable groups, including women and young people; developing training and other resources for legal practitioners; and raising the level of gender and human rights awareness amongst the Palestinian population.

A Palestinian woman seeks advice from a UNDP supported legal aid clinic.



UNDP Programme of Assistance to the Palestinian People

Seventy-four percent of women represented by UNDP-supported legal aid providers received outcomes in their favour. UNDP has been working to address the complex factors that sustain impunity for violations of women's rights by supporting the Palestinian National Authority's commitment to amend discriminatory legislation, adopt engendered policies, procedures and frameworks, and develop a gender-sensitive case management system. Women are especially targeted for legal literacy and legal aid provision. More than 200 female lawyers work in conjunction with the Palestinian Bar Association through a UNDP-established network.

UNDP has helped the court system better manage its caseload, by introducing an electronic case management system that has reduced the turnaround time considerably. Three public information desks installed in courthouses across the West Bank are dispensing information about the legal system to ordinary people, and ensuring better access to public services, as is the new website of the Palestinian Ministry of Justice, which received over 9,000 hits in three months.

In 2011 UNDP also supported the development of the Al-Muqtafi website, an electronic archive

of over 15,000 pieces of Palestinian legislation and legal precedents going back to the Ottoman era, for use by legal practitioners.

100 lawyers and prospective lawyers in the territory were also helped through the establishment of three accredited courses in law, office skills and middle management, in conjunction with Birzeit University.

Over 17,000 people in villages have been helped directly through UNDP's support to the Palestinian Bar Association, 42 Palestinian and Israeli civil society organisations, and six universities. So far, the Bar Association has been able to release over 570 reports, position papers and press releases, clarifying legal positions on a number of issues, which have included the blockade of Gaza, the legality of house demolitions, evictions and other prominent human rights issues related to the occupation.

The success of the programme led to UNDP beginning a second US\$ 3.5 million scheme in 2012 to strengthen police accountability and enhance national anti-corruption efforts. This will be a successful spin-off to the UNDP Rule of Law & Access to Justice Programme in the occupied Palestinian territory, targeting the Palestinian Civil Police and the newly-established Palestinian Anti-Corruption Commission.

The UNDP Rule of Law & Access to Justice Programme in the occupied Palestinian territory faces a number of unique and inter-related challenges.

Intisar is a 29-year-old widow and mother of three, living in Buraj Refugee Camp in Gaza. After her husband was killed during the Israeli attack on Gaza in 2008, her father-in-law, community leaders and even her own family put pressure on her to remarry, kidnapping her children and expelling her from her own house. "They forced me to marry my brother-in-law who is uneducated and much younger than me. I was left with nothing; I tried to commit suicide many times. I thought that there is no justice in this world until I met with one of the legal aid lawyers," she says.

A UNDP-supported Legal Aid Clinic helped her to assert her rights. Lawyers filed her case before the Sharia court where she finally attained all of her rights and was able to annul the marriage. "Only now I can live independently with dignity. I can raise my children and fulfil my late husband's dream: having our children educated," she says.

The fact that activities are divided between the West Bank and the Gaza Strip presents significant coordination and cohesion challenges. There are also severe restrictions on access and movement between and within the two zones. This makes planning and open communication facilitated by e-mail and videoconferencing very important.

The international boycott of the Hamas-led authorities in the Gaza Strip is also a major challenge. Addressing access to justice and the rule of law in the absence of engagement with local decision-makers presents particular difficulties. Here, UNDP's approach is to empower civil society organisations, legal professionals and universities to enable ordinary people to claim their rights and demand the enforcement of the rule of law.

Ensuring national ownership at every step of the development process is crucial. The institutions of a viable Palestinian state cannot be built without national stakeholders leading the process.

Finally, the rule of law is not just a matter for judges and lawyers but the concern of the entire population. The programme therefore has to target many people to be effective and build confidence in the legal process, from civil servants and legal professionals to the general public.

The programme will run until 2013 and is funded through US\$ 20 million, from the Governments of Canada, Sweden, the Netherlands and Japan.

5.2 million

The number of workdays of emergency jobs UNDP and partners created in 2011 in seven countries.

Women carry bricks as part of a UNDP supported employment scheme to rebuild a road in Nyagasaka village, Burundi.



Livelihoods and economic recovery⁷

The events of 2011 in North Africa and the Middle East are reminders that unemployment and exclusion, especially of youth, are key drivers of conflict. People in countries that have suffered crisis or conflict often lack access to equitable economic growth. The absence of job opportunities coupled with deficits in democratic governance and the rule of law are key obstacles to peace and stability.

Similarly, research has shown that countries undergoing peacebuilding processes have a 44 percent chance of relapsing back into conflict when unemployment and economic stagnation persist.

For these reasons, when crisis or conflict strikes developing countries, UNDP provides rapid assistance in order to stabilise livelihoods and ensure that economic recovery happens quickly. This often involves stabilising employment through income generation and emergency job creation, including through the provision of grants for people to set up their own businesses and to re-open local markets as soon as possible; supporting livelihoods analysis and programming in countries where there are conflicts and disasters; supporting post-crisis socio-economic recovery through the reintegration of former combatants, internally displaced people (IDPs) and

refugees [in close liaison with the United Nations High Commissioner for Refugees (UNHCR)]; and removing mines, unexploded ordnance and other remnants of war left over following conflicts.

In 2011, BCPR played a major role in supporting UNDP Country Offices to generate employment and sustainable income earning opportunities for crisis-affected communities.

► **The average number of emergency jobs, employment and livelihoods opportunities increased for men, women and youths, including ex-combatants and their associated families in 2011.** UNDP worked with partners to create over 5.2 million workdays of emergency jobs in **Burundi, Haiti, Honduras, Myanmar, Pakistan, Somalia and Uganda**, helping to sustain livelihoods and revitalise economies in these crisis and conflict-affected countries. Also, over 170,000 people directly supported by UNDP have seen an increased income through micro-finance and livelihoods projects in 11 priority countries.

► **In Burundi, Myanmar and Somalia**, an average of between US\$ 50 and US\$ 200 each was provided to over 20,000 entrepreneurs to start small businesses.

Cash injections in communities in the same countries improved food security following disasters.

► **Ex-combatants and returning IDPs are an integral part of this approach. For example, throughout 2011, UNDP provided support in livelihoods and skills** such as stress coping mechanisms, communications, decision-making, problem-solving and vocational trainings and **made viable job opportunities possible for over 36,000 ex-combatants and their associates in Afghanistan, Burundi, Democratic Republic of the Congo, Indonesia, Nigeria, Nepal, South Sudan, Sudan and Kosovo.** This facilitated their capacity to reintegrate into civilian life following disarmament and demobilisation. This figure represents approximately 10 percent of the estimated combatant caseload globally.

► **In 2011, UNDP restored and rehabilitated socio-economic infrastructure in a number of countries benefitting over 700,000 crisis-affected people.** In **Haiti and Uganda**, in addition to providing employment for people affected by disasters, the strengthening of river embankments, terracing and dredging of rivers will make future disasters in these countries less likely. In conflict affected countries, such as **Burundi, Pakistan and Somalia** (see box on the *Horn of Africa Crisis* next page), the rehabilitation of roads, water catchments and canals in 2011 has improved the likelihood of a long-lasting peace. In other nations, such as the **Democratic Republic of the Congo, Honduras, Haiti, Kenya, Myanmar, and Sri Lanka**, UNDP-supported infrastructure rehabilitation has also helped hundreds of thousands of men and women affected by crisis to improve the quality of their education, increase production of food and cash crops, expand trade between communities, and take advantage of government services at provincial centres.

► **Comprehensive and effective national mine action plans and standards were enacted in 17 priority countries in 2011.** UNDP support to **demining, with a poverty reduction/productive livelihoods focus** saw **Burundi and Guinea Bissau** declare themselves mine-free in 2011. With UNDP assistance these countries have now successfully cleared all mine-affected areas and destroyed existing stockpiles. UNDP helped with the establishment of mine action centres in both countries and has



provided technical, logistical and financial support to their national mine action authorities for many years. This also makes both of these countries compliant to their obligations under Article 5 of the Anti-Personal Mine Ban Convention, in addition to Colombia and Mauritania which achieved such status in 2010.

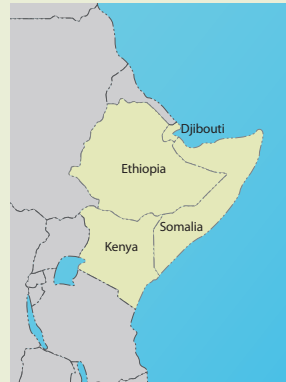
UNDP works to ensure that mine action is incorporated into national budgets and development plans, promoting agricultural production, infrastructure construction, water supply, health, education and the delivery of other basic social services. In **Iraq**, UNDP is working with government institutions and non-governmental organisations to expand and improve services to those affected by landmines and explosive remnants of war. In 2011 over 1,600 people with disabilities received ortho-prosthetic devices such as artificial limbs, maintenance of these devices, physiotherapy, walking aids and vocational training services. In addition, three NGOs in Iraqi Kurdistan are integrating into the health system, creating unprecedented and sustainable services for landmine survivors funded by the Kurdistan regional government.

► **UNDP has worked to strengthen the capacity of countries to design and implement employment strategies and programmes:** Data collection mechanisms and information management systems for recovery and employment were developed in **Colombia, Somalia, Sierra Leone, Zimbabwe, Kosovo**, and the **occupied Palestinian territory** in 2011. The information systems are generating employment data and are used by ministries for planning.

An Iraqi farmer is able to grow crops again after UNDP supported mine clearance helped make his farm safe.

UNDP provides rapid assistance in order to stabilise livelihoods and ensure that economic recovery happens quickly.

⁷ Relates to MYRF Output 5. Livelihoods, economic recovery and reintegration programmes generate employment and sustainable income earning opportunities for crisis-affected communities



THE HORN OF AFRICA CRISIS 2011

In mid-July 2011 a severe drought was affecting the entire East African region, especially the Horn of Africa countries of **Djibouti, Ethiopia, Kenya** and **Somalia**. Over 9.5 million people faced the worst food crisis in the region in over 20 years and as of mid-2012, continued to need assistance.

It is estimated that tens of thousands of people died before the United Nations officially declared famine in two regions in the southern part of Somalia on 20 July. This official declaration of famine sparked a widespread UN-led international humanitarian effort. UNDP was a critical part of the immediate response, addressing underlying factors of livelihoods and governance. Although UNDP worked in all the affected countries, much of the response was focused on Somalia where the situation was most alarming.

Ongoing conflicts in many of the affected countries exacerbated the famine in the first place by weakening state institutions, as well as disrupting aid delivery. However, the November/ December rains, coupled with an intensive scale-up of humanitarian and early recovery operations, significantly reduced malnutrition and mortality rates in southern Somalia. Several thousand people had begun returning to their homes and farms at the start of 2012 and by February, the UN declared that the famine was over. This progress has brought some hope. But the hard-won gains are still extremely fragile.

UNDP is supporting the development of contingency plans in case expected rainfall fails. Given the ongoing conflicts, low levels of emergency food stocks and food insecurity across the entire region, international support needs to be ready to act quickly to enable a timely response if the situation deteriorates again.

The sustained restoration of productive assets and the mitigation of conflicts to prevent further destabilisation are essential.

In spite of the security and access challenges, more than 70,000 people in Somalia have benefitted from infra-

structure rehabilitated by UNDP, which included 80 wells, capable of storing 380 million litres of water (equivalent to 152 Olympic sized swimming pools), helping to build 94 km of roads, 25 km of canals and plant 18,000 trees, as well as markets, hospitals and schools.

The construction and repair of river embankments and other water harvesting schemes increased water availability and improved grazing, hence saving lives, crops, livestock and property. This will improve community resilience to drought, foster social cohesion, improve access to health and education services, expand local trade, shorten travel time and lower transportation costs across Somalia.

The programme also distributed 20-litre water containers to 3,000 households, 1,500 energy-saving stoves and helped rehabilitate a technical institute.

All of these activities were completed through work schemes supported by UNDP. In all, 676,200 workdays were generated in Somalia during 2011 through UNDP funded short-term employment opportunities. More than 300 businesses have subsequently been established by women using money earned through the scheme, including tea shops, fruit, vegetable, and meat stalls, and other small shops.



Somali entrepreneur counts her day's profit after selling produce at the market.

In **HAITI** in 2011, more than 2 million workdays were generated by UNDP in partnership with the government through local authorities and non-governmental organisations, employing over 30,000 people to remove and recycle debris, restore shelters, construct gabions to prevent floods, plant trees to reduce wind speed and other activities in debris managements and labor intensive works.

More than 60 percent of the 10 million cubic metres of rubble created by Haiti's earthquake in 2010 has been removed in one of the largest-scale clearance operations of its kind by the United Nations and partners, coordinated by UNDP. Haitians have recycled over 20 percent of the total quake rubble removed so far, helping affected communities build new houses or rebuild damaged ones, pave sidewalks, plant trees on hundreds of hectares helping to reduce wind speed and erosion, and put up more than 2,000 metres of walls and riverbank protection structures to help prevent flooding.

Workers are typically paid US\$ 5.00 to remove two cubic meters of rubble, or construct one square meter of gabion wall (a type of retaining wall made from loose shingle bound together in cages made from galvanised wire). The scheme is also used to help people make repair work on their own houses.

Over 265,000 crisis-affected people benefitted from rehabilitated feeder roads, canals and drainage cleaning and repair in Haiti.



Female construction workers, employed through a UNDP programme repair a house in Haiti.

LOOKING AHEAD

UNDP will continue to focus on stabilising livelihoods; local economic recovery, economic and social reintegration, and linking short and long term employment and sustainable income earning opportunities. UNDP is also committed to continue strengthening its capacity in devising and implementing strategies that ensure livelihood resilience to disasters and climate change.

Mine action work will continue to be linked to development activities by maintaining the focus on advocating for the rapid rehabilitation and mine clearance of productive land and for the use of cleared lands for socioeconomic development.

While targets are being achieved for reintegration, the main focus of most programmes has been on reinsertion. The challenges for 2012 and beyond are largely with the realm of reintegration. In order to better understand how to provide support, more work needs to be done to define how UNDP can assist governments and national partners to expand the economic and social absorption capacity at the community level so that people who are reintegrated have a higher chance of acceptance and success when settling into communities of return.

In partnership with other agencies, focus will be on:

- Socioeconomic recovery programming for reintegration, in particular employment creation and income generation;
- Capacity development of national and local institutions to lead the reintegration process,
- Strengthening community security and social cohesion as part of the reintegration process; and
- Building capacity for mapping of economic opportunities and conflict analysis in support of a successful reintegration processes.

Providing jobs for people in crisis situations has proven to greatly increase stability and resilience to future crises. This will be particularly true in future years as we can expect increased disasters due to climate change. This approach needs to be continued, and applied to reintegration activities so that they support economic recovery.

UNDP will continue to focus on stabilising livelihoods; local economic recovery, economic and social reintegration, and linking short and long term employment and sustainable income earning opportunities.

Careers for former cadres

The Kosovo Protection Corps (KPC) was a civilian emergency services organisation in Kosovo⁹ that was active from 1999 to 2009. It was a paramilitary force created from the remnants of the Kosovo Liberation Army as part of the demilitarisation process following the resolution of conflict in the country. In 2008, when Kosovo declared its independence, the KPC was dissolved.

Given Kosovo's weak economy, the unemployment that such a move would cause raised security concerns. Up to 1,500 former personnel, many of whom were ex-combatants were to lose their jobs, raising the spectre of disorder and instability. UNDP helped the Government of Kosovo reintegrate the former fighters into civilian life and facilitate the

dissolution of the KPC "with dignity." This meant recognising the achievements of the ex-KPC members; treating them with respect; dealing with their high expectations; and enabling their peaceful social and economic reintegration into civilian life.

⁹ Referred to in the context of UN Security Council Resolution 1244 (1999).

Igballa Sylja, 53, is a Bosnian woman benefitting from the resettlement programme.

After leaving the KPC, the programme helped her find work as a Legal Aid Assistant for the Gračanica/Gračanica Municipality.

The position is similar to the job she held in the KPC for 10 years. The resettlement programme subsidised her wages with the municipality for the first six months, increasing her chances of being hired long-term. It also boosted her computer skills through a UNDP supported course.

Sylja is fluent in Albanian, Serbian, Bosnian and Turkish and is a valuable asset to her new employers. "The job gives me satisfaction to help other people in need to solve their legal problems." With her determination to work and her positive attitude, Igballa Sylja is an inspiration for other former KPC members.

A former KPC member, now a farmer, harvests peppers.

The three-year KPC Resettlement Programme was initially designed by a UNDP team that received funding from BCPR. UNDP then oversaw implementation of the programme through a local partner: APPK (an Albanian acronym for the "Employment Promotion Agency of Kosovo").

The KPC Resettlement Programme has transformed a potential security threat into a development success. 1,463 people have transferred smoothly to civilian life and over 95 percent of them now have secure and profitable livelihoods. 75 percent of the former KPC members currently have an income that is higher than what they received in the KPC and 20 percent earn the same or more than their KPC pay. Media monitoring has revealed no evidence of unrest or controversy concerning ex-KPC members or the programme.

Redundancy payments equivalent to 12 months of KPC salary were paid to all eligible personnel, who were also offered reorientation training and other help, such as education and job placement assistance, as well as business assistance, training and a series of grants. Counsellors assisted beneficiaries to formulate their own resettlement plans.

The vast majority (1,384) of the former KPC members opted for business training and grants and 70 percent of these asked for help in agriculture as most already owned land. 76 beneficiaries opted for job placement, education or training assistance.

Special attention and support was provided to women and minorities through training and customised advice. Of the total number of KPC personnel eligible for the programme, 42 were women and 74 were minorities. The majority of female beneficiaries decided to invest their grants in family businesses. A gender specialist ensured

Hasan Azemi used to be the leader of the supply section in the KPC. When the organisation was dissolved he saw it as an opportunity to improve his education and job prospects.

With help from the resettlement programme he found work at the Kosovo Centre for Public Safety Education, where he supervises 30 staff. His excellent performance enabled him to become head of the section in early 2011.

Azemi contacted his counsellor to inquire about possibilities within the resettlement programme for additional training. He enrolled in a four month after-work course to acquire new skills in Windows, Excel, and Word.

The reward: a considerable promotion to the post of head of the logistics section. "If I knew that the training would be so useful to me I would have started much earlier," he says.

Azemi's hard work and the help of the resettlement programme have helped him start a successful career in civilian life.

that women were always fully informed about their opportunities and able to take advantage of training and networking opportunities.

The individual relationship between beneficiaries and counsellors helped build trust. At the start of the process, the ex-combatants were hostile, sceptical and angry. By the end staff reported that beneficiaries had become more forward looking, confident and positive.

This was also achieved by having a good benefits package, dealing with beneficiaries in a professional, courteous and flexible manner and showing as much flexibility as possible with the economic reintegration assistance.



A former KPC member, now the owner of a car repair shop.

Planning was facilitated by excellent cooperation between military and civilian organisations. Good cooperation between military and civilian organisations was essential to synchronising demobilisation and reintegration.

The use of local implementing partner APPK, with eight years of job mediation experience worked extremely well, as they already had contacts in critical areas. It was also useful, particularly at the start of the programme, for beneficiaries to deal with a local organisation, completely removed from the decisions leading to the dissolution of the KPC, which made the programme more efficient and more cost-effective.

At the start of the project many beneficiaries had high expectations and thought they were "owed" after supporting Kosovo during the conflict. They also had little confidence that the government would support them after dissolution. It was important, therefore, not to exaggerate benefits and to deliver what was promised.

Whilst the number of women in the programme was quite small, a comprehensive gender strategy was produced and implemented. A gender adviser is a tremendous asset.

The reintegration programme was funded from a \$17 million NATO Trust Fund, established with donations from ten different countries. The KPC Resettlement Programme started in November 2008 and closed after three years at the end of November 2011.

CHAPTER 3

IMMEDIATE CRISIS RESPONSE

A 2007 BCPR study estimated that annually, UNDP's efforts to help generate development and poverty alleviation in eight countries were significantly disrupted due to unpredictable crisis situations. UNDP at that time had no internal systems to rapidly organise and allocate vital resources, including people, to help Country Offices respond at short notice to a crisis. People with specialist skills, funding and other resources needed to deal with crisis were often lacking in-country, and traditional recruitment systems were slow.



US\$ 1.4m

The amount of money released in 2011 to jumpstart programmes in priority areas for the new administration where UNDP's presence was deemed critical.

Over the past five years, BCPR has led UNDP's corporate efforts to deliver immediate, effective and coordinated recovery assistance to governments and populations affected by crisis. The Bureau has developed organisational procedures, systems, and tools that ensure Country Offices are able to respond to crisis situations in a timely and effective manner.

Through its Rapid Response Group, BCPR offers a range of services to rapidly organise and allocate vital resources, including people, to help UNDP Country Offices respond at short notice to crisis situations.

2011 Highlights⁸

Throughout 2011, mass protests and popular demonstrations in several countries in the Middle East and North Africa, triggered major regime changes and political transitions. Through the BCPR-managed rapid response mechanism, a range of experts were deployed to help UNDP Country Offices quickly develop recovery programmes in **Libya, Tunisia and Yemen**. The capacity support was critical in assisting the new regimes transition and initiating new systems and processes of governance;

- In **Tunisia**, as a series of violent street demonstrations were taking place that ultimately led to the ouster of the country's long time president in January 2011, skilled specialists, provided by BCPR through its rosters, helped the UNDP Country Office conduct rapid assessments of Tunisia's transition and recovery needs. BCPR capacity support ultimately enabled the Country Office to assist political parties and civil society in planning for the constituent assembly elections, which took place in October 2011. This was the first free election held in Tunisia since the country's independence in 1956, as well as the first election in the Arab world held since the start of the uprisings and transitions in the Arab States region. The deployment of key technical advisors not only helped the election process go smoothly, but was critical to the development of UNDP's overall programme to support political transition.

⁸ BCPR's Immediate Crisis Response work does not have a MYRF Output as it entails providing short-term support to Country Offices as a response to unforeseen crises.

The crisis response infrastructure now in place is critical to UNDP's ability to consistently deliver help to governments and populations affected by conflict and natural disasters.

The UNDP Standard Operating Procedures for Immediate Crisis Response; the UNDP Crisis Response website; the rapid response deployment mechanism composed of the internal SURGE roster and an external expert roster of people who can be sent to an emergency within two or three days; and the UNDP Fast-Track Procedures, all helped UNDP provide extensive and effective support to emergencies in 2011.



Libyans protest the use of weapons and lawlessness in Tripoli.

- In **Yemen**, during the unrest and demonstrations, BCPR and the UNDP Country Office developed a transitional plan that lays out the foundations for UNDP's longer-term interventions once a political solution was reached. The plan was rolled-out when ousted President Saleh left power.
- In **Libya**, after looting and arson destroyed the UNDP buildings, BCPR helped the Country Office to get back on its feet again. Senior recovery advisors were deployed to help the transitional authority and civil society as they began recovery and stabilisation programmes. These experts played an important role in positioning UNDP, liaising with stakeholders and securing initial funding, used by the Country Office to start recruiting

longer-term staff to run development projects. As a result, UNDP Libya is now actively involved in supporting the new administration in areas such as civic education, mine clearance, the rule of law, economic recovery, planning the reintegration of revolutionary fighters and strengthening civil society.

In **Côte d'Ivoire**, the post-electoral crisis which ended on 11 April 2011 with the arrest of former President Gbagbo had devastating consequences on the civilian population, which remained polarised and traumatised by widespread violence. For the UN, the imperative was to assist the new democratically

elected government move towards stabilisation and peace. In 2011, US\$ 1.4 million was released to jumpstart programmes in priority areas for the new administration where UNDP's presence was deemed critical.

Through the SURGE plan, advisors were deployed to strengthen the management and operational capacity of the Cote d'Ivoire Country Office and assist in the delivery of recovery initiatives. Technical experts were also deployed to help raise money to improve justice and the rule of law; train the police; disarmament, demobilisation and reintegration of ex-fighters; social cohesion, and livelihoods and economic recovery.

Key Challenges and Lessons Learned

Strengthening monitoring and evaluation for crisis response: UNDP is improving its ability in mobilising and organising internally in order to quickly allocate people and resources to Country Offices facing crisis situations. As proven in two recent catastrophes, the 2010 Haiti earthquake and the 2011 Pakistan floods, UNDP Country Offices can now expect to receive integrated and dedicated decision-making personnel, financing, coordination, and administrative support within mere hours of making a request for help. This makes UNDP not only more responsive but also a more effective recovery partner.

The need for more internal cross-functional collaboration to improve crisis response: UNDP is faster, more agile, and better resourced in responding to crises than it has ever been. However, it still has to work to improve internal collaboration in times of crisis. In a real-time response situation, it would not be unusual for a Crisis Board decision to be underpinned by inputs from as many as 12 different business units located at both headquarters and the field. Because of the acute time and geographic constraints it is important that all parts of UNDP work together and truly interoperable systems, processes, structures and prescriptive content are developed.

Strengthen our strategic partnerships: Rapid political transitions and change sometimes causes political entities to be in flux. This may make it difficult to develop programmes that engage and support the recovery efforts. It is important for UNDP to strengthen the strategic relationship that it has with humanitarian, peacebuilding, and other development organisations. Alliances and coalitions of this nature can improve the collective power of the UN System. Our development products will be stronger if we can converge with other stakeholders to improve the rapid response to crisis and emergencies.



Workers removing rubble in Haiti as part of UNDP supported clearance operations.



An eight-year-old victim of the 2010 flooding in Pakistan washes dishes in rainwater.

Following the 2010 floods, female masons in Sindh, Pakistan break traditional barriers and participate in village reconstruction.

CHAPTER 4

GLOBAL PARTNERSHIPS

Partnerships are at the heart of the work of UNDP and the UN System in all crisis prevention and recovery work. Collaboration with other international agencies, especially the European Union and the World Bank, multiplies the advantages that each organisation offers and has been particularly strong in 2011.

Global partnerships⁹

European Union

In 2011, the European Union (EU) and UNDP worked together on crisis prevention and recovery in over 30 countries around the world.

In Bangladesh 3.5 million people were evacuated in 2011 due to a more effective flood early warning system and a network of over 48,500 volunteers that were supported and trained through EU/UNDP joint activities. Both UNDP and the EU were able to take some credit for joint activities that helped Bosnia and Herzegovina declare itself free of cluster munitions in 2011.

Representative of the collaboration between the two organisations is the joint on going work in the border region between Georgia and Abkhazia and between Moldova and its break-away region of Transnistria, which continued in 2011.

In Sri Lanka and Burundi, UNDP and the EU supported post-conflict reconstruction efforts for returnees in rural villages and in Haiti, Myanmar and Pakistan. Both organisations continued to work together to support communities as they recovered from the devastating natural disasters suffered in 2010.

3.5m

The number of people evacuated from flooding in Bangladesh through UNDP/EU supported activities.

⁹ Refers to MYRF Output 7: Coherent UN response and effective collaboration between International Financial Institutions in crisis prevention and recovery settings with active BCPR contribution.

Sudanese law practitioners display their new paralegal certificates.



World Bank

In 2011 the World Bank published *The World Development Report 2011: Conflict, Security, and Development*. This report, combined with the Bank's decision to establish a hub in Nairobi for conflict and fragility provided the background for intensified cooperation and dialogue between the two organisations in 2011.

A number of initiatives were launched in different countries, including joint support for Security Sector Reform in Liberia and an employment creation project in Guinea.

BCPR continued to engage with the Swiss Trust Fund for UN-World Bank Cooperation that made money available for some activities, including post-disaster needs assessments, joint planning, and capacity development related initiatives. UNDP, the World Bank and the European Commission jointly conducted post-disaster needs assessments in five countries.

At headquarters level, cooperation in key technical areas including in disaster risk reduction; livelihoods; governance; and the rule of law was strengthened leading to new joint policies and tools, including on employment creation and security sector reform. A continued partnership with the World Bank remains an important priority for UNDP and there is considerable potential for further expanding it and translating it into practical cooperation at the country level.

UN's Department of Peacekeeping Operations and Department of Political Affairs

BCPR continues to work in close partnership with the United Nations Department of Peacekeeping Operations (DPKO) and the Department of Political Affairs (DPA) to improve coordination, coherence and an integrated approach in countries with a peacekeeping or special political mission in place. Two important challenges in 2011 were the start-up of the UN missions in South Sudan and Libya. In both cases, UNDP worked very closely with the new missions to help them identify with their respective governments

key partnership areas. Well-established missions in Timor-Leste and Liberia are on the other hand preparing for the withdrawal of peacekeepers and BCPR is actively supporting the planned transition.

Department of Peacekeeping Operations

South Sudan achieved independence on 9 July 2011. UNDP has worked extensively with the United Nations Mission in the Republic of South Sudan to deliver a joint justice programme, and to provide community security and arms control in partnership with DPKO.

To date, BCPR and DPKO have worked on strengthening the rule of law, justice and security in eight peacekeeping settings, ranging from the Democratic Republic of the Congo to Timor-Leste. In some cases, this has been critical to managing the drawdown of a peacekeeping mission and the handover of security functions to national governments. For example in Chad, the joint handover strategy developed between the UN Mission in the Central African Republic and Chad, the UN High Commissioner for Refugees and UNDP helped strengthen prosecutorial capacity in the criminal court of Abéché, and the ability of police to protect camps for internally displaced people following the exit of the mission.

In Afghanistan, coordination between UNDP and the UN Assistance Mission in Afghanistan is expected to ensure that female policing expertise is provided to Community Policing and Secretariat to work on community policing in the provinces.

Department of Political Affairs

Following political transitions in the Middle East in 2011, collaboration between BCPR and DPA intensified. BCPR deployed two staff to the region and worked closely with the department to support with the planning of the UN Support to Libya, before the establishment of United Nations Support Mission in Libya.

Simultaneously, UNDP continued to work with DPA in the area of conflict prevention through the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention. Launched in 2004,

the programme provides seed funding to emerging and ongoing conflict prevention initiatives in various countries.

Support from this programme has made a contribution to strengthening conflict prevention capacity, encouraged mediation and dialogue in conflict prone areas and mitigated tensions around elections and referenda in countries as diverse as Benin, Cyprus, Ecuador, Egypt, Fiji, Georgia, Guinea, Guinea-Bissau, Guyana, Ghana, Kenya, Kyrgyzstan, Lesotho, Malawi, Maldives, Nigeria, Sierra Leone, the Solomon Islands, Togo, and Ukraine.

Office for the Coordination of Humanitarian Affairs/Inter-Agency Standing Committee

As a member of the Inter-Agency Standing Committee on Humanitarian Affairs, UNDP helped prepare the first major reform of the international humanitarian system since 2005, called the Transformative Agenda, which involves a series of actions to strengthen humanitarian leadership, coordination, accountability to beneficiaries, and ultimately improves the effectiveness of humanitarian assistance in helping people survive a crisis and rebuild their lives. Linked to this is UNDP's role as a leader in early recovery as part of the response to a humanitarian crisis. UNDP is working in partnership with OCHA to strengthen the ability of the Resident/Humanitarian Coordinator in-country to help government and the humanitarian community to support people in the first stages of recovering from a crisis.

UNDP deployed Early Recovery Advisors to the Country Offices in Kenya, Tunisia, Libya and Pakistan to help develop common UN strategies to strengthen links between relief, recovery and development when crises struck those countries. By bringing a longer term perspective to the response to a crisis, and facilitating coordinated action, UNDP helped ensure short term assistance contributed to longer term solutions.

United Nations Peacebuilding Support Office

UNDP remained the main implementer of projects conducted under the United Nations Peacebuilding Fund in 2011. BCPR played a central role in planning how money from the Fund was spent in Liberia, Chad and Guinea during the year.



UNDP early recovery programme beneficiary, Jati, Pakistan.

UNDP deployed Early Recovery Advisors to the Country Offices in Kenya, Tunisia, Libya and Pakistan to help develop common UN strategies to strengthen links between relief, recovery and development when crises struck those countries.

BCPR supports and monitors the overall UNDP implementation of the Fund's projects to improve the way they perform. It provides technical assistance for project design and follows how the projects are implemented in order to identify and address projects with potential issues. This includes aid tracking systems in peacebuilding countries to keep a tally of how donor money is spent. Internally, in 2011, BCPR conducted a review of UNDP's contribution to peacebuilding seeking to further improve the delivery of peacebuilding activities.

The UN Development Operations Coordination Office

As co-chairs of the Resident Coordinator Capacity Gap effort, which seeks to support UN Resident Coordinators and UN Country Teams by providing capacity to help them deal with crisis, the UN Development Operations Coordination Office and UNDP intensified collaboration in 2011 by deploying 22 key staff in 11 crisis and post-crisis countries. This effort seeks to strengthen the capacity of Resident Coordinators and UN Country Teams to coordinate, plan, manage information, work with development partners and build national capacity.

United Nations High Commissioner for Refugees

UNDP is working with the United Nations High Commissioner for Refugees (UNHCR) on the "Transitional Solutions Initiative," a new approach to providing assistance to refugees and displaced people that will make them more self-reliant, reduce aid dependency and achieve sustainable livelihoods



for them and host communities. In 2011, the new approach was being tested in East Sudan, Colombia and Nepal.

Partnerships in Disaster Risk Reduction

BCPR works with OCHA and the secretariat of the International Strategy for Disaster Reduction to manage the Capacity for Disaster Reduction Initiative (CADRI). This inter-agency partnership works to increase capacity development for disaster risk reduction at global, regional and local levels in preparedness, response, recovery and risk reduction. In 2011, CADRI continued to build its network of partnerships, working with the Swedish Civil Contingency Agency, the World Bank, and the Chengdu Province Training Center in China, Regional Economic Communities in Africa, the World Food Programme and UNICEF to help strengthen disaster risk reduction capacity in a number of countries.

In Ghana in 2011, UNDP, Office for the Coordination of Humanitarian Affairs, and the UN's International Strategy for Disaster Reduction Secretariat negotiated new working procedures that will support government-led efforts to achieve a significant reduction in disaster losses. This included the development of a national action plan for disaster risk reduction.

Modeled on similar efforts in Nepal, Mozambique and Pakistan—the new partnership will integrate disaster risk reduction and climate change adaptation into the UN Development Assistance Framework; develop a comprehensive government-owned plan of action that spans the full set of priority actions of the Hyogo Framework for Action; deploy a disaster reduction advisor to Ghana supported by Norway; and receive financial support from the World Bank Global Facility for Disaster Reduction and Recovery.

In Dakar, Senegal, CADRI supported the World Food Programme in developing a corporate training module on "Disaster Risk Reduction and Food Security," which was piloted in July 2011.

Villagers build a retaining wall as part of a UNDP emergency employment scheme. Swat River Valley, Pakistan.

Partnerships in Conflict Prevention

BCPR hosts the UN Inter-agency Framework Team for Preventive Action, which develops UN inter-agency conflict prevention strategies. BCPR also works closely with DPA to develop and implement conflict prevention initiatives in the field through the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention.

In Kyrgyzstan, UNDP and DPA have been working together very closely since the 2010 political regime change and subsequent inter-ethnic violence. DPA supported high-level negotiations through its Regional Centre for Preventive Diplomacy for Central Asia, which was complemented by UNDP support to local conflict prevention, national dialogue, initiatives for electoral violence prevention and the strengthening of new national institutions (a new Ministry for Inter-ethnic relations was established and the interim government requested support for a National Mediation unit). These efforts contributed to stabilising the volatile post-crisis environment and to peaceful presidential elections in October 2011.

Partnerships in Early Recovery

UNDP leads the Inter-Agency Standing Committee Cluster Working Group on Early Recovery. Established in 2005, the group includes 31 members from humanitarian and development agencies. Early recovery is now widely recognised as a vital component of effective humanitarian crisis response. Essential life-saving activities are complemented with initiatives that restore or build the capacity of people affected by crisis, and reinforce the essential first efforts of a community to recover.

The cluster supports UNDP Country Offices during crisis by deploying coordinators and early recovery advisors to countries. Their responsibility is to help ensure that recovery begins as early as possible after a crisis, and that national and local capacity is included in the response. Early recovery advisory capacity was deployed in 11 countries affected by crisis in 2011.



A billboard in Liberia calls for peaceful elections in 2011.

In 2011, the global cluster reached agreement for the development of an inter-agency roster of experts to reflect the different profiles needed in crisis situations. The roster and deployments are managed by BCPR.

In addition, UNDP and UNHCR have worked together to formulate new plans for creating durable solutions for people affected by protracted displacement.

International Network on Conflict and Fragility

BCPR's Director continued his role as co-chair of the International Network on Conflict and Fragility (INCAF), which is part of the OECD. In 2011, INCAF completed work on joint donor guidance for statebuilding and financing for countries in transition, which will give those countries and communities stronger ownership in the way that international aid is used to assist them during times of crisis and emergency.

In Egypt, UNDP has worked closely with the UN Office on Drugs and Crime to improve police effectiveness and with UN Women to increase accountability for sexual and gender-based violence crimes.

Voters in Juba, South Sudan wait in line to cast their ballot in the country's referendum on secession.



Tim McKelvey/UN Photo

UNDP continues to support this process by working with the g7+, UN's Peacebuilding Support Office, the World Bank and the International Dialogue Secretariat on the development of peacebuilding and statebuilding indicators that are expected to be completed this year.

Partnerships in rule of law, justice and security including armed violence prevention

In 2011, UNDP played an active role in Libya, where it has worked closely with the UN political mission to agree a coherent plan for the justice sector, in order to re-establish justice services in the country and facilitate transitional justice initiatives.

In Egypt, UNDP has worked closely with the UN Office on Drugs and Crime to explore ways of improving police effectiveness. UNDP has also worked to strengthen its collaboration with UN Women, to increase accountability for sexual and gender-based crimes post-conflict, in particular through transitional justice mechanisms and justice sector reforms.

In 2011, UNDP worked with the World Health Organisation to develop the *Global Status Report on Violence Prevention*, which will provide objective,

comparable, and global armed violence data. The report, due for release in 2013, will, for the first time, provide a broad assessment of the state of interpersonal violence prevention (including armed violence) in 193 countries around the world. It will serve as a baseline to track future progress in violence prevention.

Partnerships for securing the peace and security agenda for women

In September 2010 the UN Secretary-General mandated that at least 15 percent of all UN-managed funds, including those managed by BCPR, be dedicated to women's empowerment and or gender equality. Throughout 2011, BCPR worked with the broader UN system to better understand and determine how the organisation will spend resources in a gender-sensitive manner in 17 countries eligible for peacebuilding funds. As a first step, UN Women, UNICEF, UN Population Fund, Peacebuilding Support Office, World Food Programme, UNHCR and UNDP conducted case studies in Nepal and Burundi to develop an assessment on the status of gender-sensitive resource allocation in order to develop a baseline from where to proceed.

Recently, UNDP helped introduce a seven point agenda for women's empowerment, which prioritises strengthening the rule of law, with particular attention to access to justice, especially for survivors of sexual and gender-based violence in countries like the Democratic Republic of the Congo and Sierra Leone.

Advocacy in support of frameworks that defend environments that are conducive to lives and livelihoods

The Convention on Certain Conventional Weapons (CCW), which tries to control, limit, and prohibit the use of specific materials of warfare underwent its fourth review in November 2011. Some signatories to the convention who were not parties to the Convention on Cluster Munitions (CCM) worked for the adoption of an alternative instrument that effectively would have undermined the CCM. UNDP, in partnership with some Member States, as well



Mbororo refugees in South Sudan prepare sorghum to make into bread.

Collaboration and partnerships were particularly strong in 2011, multiplying the advantages each organisation has to offer.

as UN humanitarian and human rights agencies, felt that this would weaken efforts to restrict cluster munitions. In the lead up to the review conference advocacy efforts supporting low-income and affected states successfully argued against this and made the effort fail.

In partnership with likeminded Member States and UN humanitarian and human rights agencies, UNDP began in 2011 an advocacy campaign for achieving agreement on a robust Arms Trade Treaty that covers a comprehensive array of arms, including their ammunition and that sets the highest common standards to guide States' arms exports. The campaign will run up to the July 2012 diplomatic negotiating conference.

CHAPTER 5

INSIDE BCPR

A 'Portfolio Review' of the effectiveness of BCPR's support to UNDP in crisis prevention and recovery was conducted in Benin, Colombia, Democratic Republic of the Congo, Georgia, Haiti, Indonesia, Kenya, Nepal, Pakistan, Somalia, Sudan, and Uganda in 2011. Reviewers evaluated how the countries balanced activities related to conflict and disaster, prevention and recovery, the rule of law, security and livelihoods. The review examined the effectiveness and relevance of BCPR support, the design and implementation of the BCPR portfolio, the results that BCPR has helped to achieve, and the sustainability of partnerships. It highlighted that the experience from these countries underscores the importance for UNDP of bringing forward its development knowledge at the earliest possible moment in times of crisis. This requires capacity in areas ranging from early warning, early action and prevention to recovery and resilience. This was a critical lesson from 2011.

BCPR undertook a fundamental transformation of its organisational model, which consolidated its technical capacity and draws upon the full range of UNDP's skills in crisis prevention and recovery for more effective country support.

Inside BCPR¹⁰

BCPR continues to consolidate the transformation suggested by the strategic review. The review contained 14 recommendations, and highlighted the following priorities:

- To improve the quality and impact of UNDP's crisis prevention and recovery support, to enhance analytical capacity and better prioritise and align technical capacity to resources—redirecting resources more strategically to better address emerging issues;
- More effective leadership, management and organisational culture requires a more unified and integrated management team, the elimination of organisational silos so different parts of the organisation work together and not in isolation, better focus on continuous development of staff skills and motivation, a team culture that rewards effort, and improved knowledge management; and
- A more efficient organisational structure, including structural alignment and consolidation within BCPR, and streamlining of business processes—including with other UNDP business units.

Since the review was conducted, BCPR made the following changes in 2011:

- BCPR undertook a fundamental transformation of its organisational model, which consolidated its technical capacity and draws upon the full range of UNDP's skills in crisis prevention and recovery for more effective country support. BCPR realigned its structure, functions, processes and leadership to achieve these goals. The new management structure is already ensuring that the Bureau leadership works more cohesively;
- In order to have a more focused approach to our country assistance and in the face of uncertain financial support, BCPR agreed with Regional Bureaus on a prioritised list of countries that face the most need. In 2011, 33 priority countries were identified for focused BCPR attention. This list is subject to constant review as situations change¹¹.

¹⁰ Results relate to MYRF Output 8: Improved management and delivery of crisis prevention and recovery services.

¹¹ These priority countries are: From Africa: Burundi, Central African Republic, Chad, Côte D'Ivoire, the Democratic Republic of the Congo, Guinea, Guinea Bissau, Kenya, Liberia, Madagascar, Nigeria, Sierra Leone, South Sudan and Zimbabwe. From Arab States: Iraq, Libya, Somalia, Sudan, Yemen and the occupied Palestinian territory. From Asia and the Pacific: Afghanistan, Myanmar, Nepal, Pakistan, Papua New Guinea, Sri Lanka and Timor-Leste. From Europe and the Commonwealth of Independent States: Kyrgyzstan and Tajikistan. From Latin America and the Caribbean: Colombia, Guatemala, Haiti and Honduras.

Results-based management, monitoring & evaluation & knowledge management

The Multi Year Results Framework, which informs this report, has been the strategic document that BCPR uses to guide how it spends resources since 2010. As part of strengthening its overall approach to mobilising resources, UNDP in 2011 strengthened its ability to monitor and evaluate programmes, as well as manage knowledge in the organisation. BCPR continued to complete results reviews twice yearly.

In 2011 it began conducting results verification missions to authenticate the results reported by Country Offices in crisis prevention and recovery.

- Strategic planning for crisis prevention and recovery was strengthened in 2011 as the Bureau began the process of developing long-term multi-year support strategies with Country Offices for some priority countries;
- In order to help UNDP Country Offices quickly respond to crises as they occur, BCPR is in the process of developing signature products. These will act as "how-to" templates, guides or kits in all of BCPRs' focus areas for countries developing crisis prevention and recovery activities. For example, they could act as a resource to help a country quickly implement debris removal and clean-up; rebuild infrastructure; or start emergency employment schemes;
- BCPR developed its Leadership and Management Development Strategy, which serves as a blueprint in enhancing Bureau management and leadership capacity. Each manager in the Bureau is required to undertake intensive leadership training and management coursework;
- In light of a possible shortfall of funding for 2012 and 2013, new strategies for fund raising, as well as a strategy for cutting business costs was designed in 2011;
- New strategies for improving knowledge management were designed in 2011. Some of the practical applications of this will include an improved planning and quality assurance process for knowledge products, enhanced knowledge

dissemination approaches (including increased use of social media), publishing templates for briefing notes and sharing them with all staff; publishing and sharing all existing speeches, talking points and briefing notes; and translating staff's exit interviews into actionable HR-related goals; and

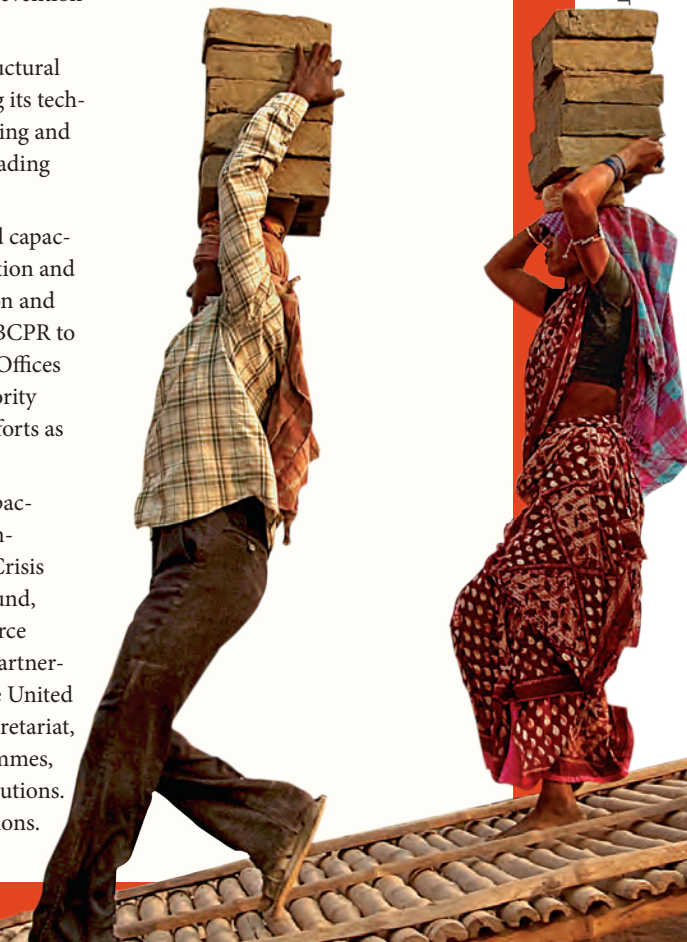
- BCPR's communication plan was reviewed, revised and re-written in 2011. The plan, aligned with the overall communication strategy of UNDP, targets a broad audience of donors and the general public.

LOOKING AHEAD

The goal of the changes to the structure of the Bureau in recent years has been to ensure crisis prevention and recovery activities are more efficiently managed. This goal will be met more fully as UNDP strengthens its results-based approach to management; continues to streamline its business processes; takes further advantage of the focus provided by UNDP's three-tier priority system that groups countries in ways consistent with evolving trends in development assistance; and more completely integrates the new monitoring, evaluation and knowledge management system into our ongoing operations. For 2012, the Bureau aims to strengthen substantive support to Country Offices, using a dynamic partnership mechanism with all of its partners, and a focus on results:

- In close collaboration with other UNDP Bureaus, BCPR will spearhead a new corporate drive to improve early warning/early action. BCPR will continue to lead the building of UNDP's capacity for crisis response both at headquarters and field levels by enhancing emergency response systems and mechanisms to enable the provision of immediate managerial, programmatic and operational capacity support to Country Offices; and improve the roster system;
- BCPR will continue to support Country Offices to strengthen the capacity of crisis countries for mediation and conflict management through formal and informal processes. In crisis settings, access to justice, the primacy of security and the protection of those excluded from participation, are fundamental to lasting peace. BCPR will increase the focus on these critical issues in peacebuilding, statebuilding and the rule of law;
- BCPR will focus efforts to build national and local capacity to ensure that the countries that are most vulnerable to natural disasters are equipped with knowledge and tools to plan, prepare and manage them;
- While job creation and livelihoods are an important part of early recovery, in 2012 BCPR will increase the amount of work it does to integrate livelihoods and foster the link between short-term job creation and longer term recovery, with a focus on sustainable income generation;
- BCPR will continue to support programming in the areas of women's meaningful participation in conflict prevention and peacebuilding, inclusive economic recovery and enhanced access to justice to women survivors of sexual and gender-based violence. Gender is central to all of the work of UNDP/BCPR and a key factor in influencing strategic programming, results and resource allocation;
- BCPR will continue to follow up to the Portfolio Review, the Peacebuilding Review and the Evaluation Office's assessment of UNDP assistance to conflict affected countries, in a continuous effort to improve the quality of the global crisis prevention and recovery;
- BCPR will continue to adapt to the new structural and operational arrangements by improving its technical skills, expanding the scope of monitoring and evaluation and learning activities, and upgrading management;
- 2012 will mark the launch of new integrated capacity to provide improved monitoring, evaluation and knowledge management for crisis prevention and recovery. A key priority in 2012 will be for BCPR to provide more strategic support to Country Offices through sharp, multi-year strategies for priority countries and longer-term programming efforts as opposed to small, fragmented projects; and
- It remains a priority to fund operational capacity and increase resources for crisis programming through the UNDP/BCPR managed Crisis Prevention and Recovery Thematic Trust Fund, as called for in the UNDP Integrated Resource Mobilisation Strategy. BCPR will advance partnerships with the UN Secretariat, including the United Nations Strategy for Disaster Reduction Secretariat, and other UN Agencies, Funds and Programmes, as well as with International Financial Institutions. Emphasis will be given to World Bank relations.

The goal of the changes to the structure of the Bureau in recent years has been to ensure crisis prevention and recovery activities are more efficiently managed.



CHAPTER 6

CONCLUSION

While 2010 was dominated by disasters, such as the earthquake in Haiti and floods in Pakistan, political crises, such as the uprisings and transitions in the Arab States region, war in Libya, and the potential for election violence in several countries took centre stage in 2011. The growing demand on UNDP's Country Offices required the Bureau to respond urgently and in a wide variety of ways to evolving crises situations throughout the year. UNDP's rapid, timely and effective response to these situations in 2011, provided ample evidence that the recent reorganisation of the Bureau and implementation of improved management systems has paid off. Part of that response has included deepening a more productive engagement with a growing number of partners.



A Turkana man guards his crops near Lodwar, Kenya, where drought has intensified cross-border conflict over limited resources.

BCPR has learned from the challenges of preventing and responding to crises, and in the process enhanced the effectiveness of UNDP as a whole. Major highlights for 2011 included:

- The success of disaster risk reduction strategies in lessening threats to life and property from earthquakes in the **Dominican Republic, Haiti, Indonesia and Kyrgyzstan**;
- The value of advanced preparations and facilitation in promoting dialogue and confidence-building to prevent conflict in countries like **Ghana, Fiji, Kyrgyzstan, Lesotho and Malawi**;
- The rebuilding of trust in government through improved governance arrangements and the

subsequent improved delivery of vital public services in **Chad, Colombia, Honduras, Pakistan, South Sudan and Tajikistan**;

- The improvements in livelihoods and expansion of livelihood opportunities through infrastructure rehabilitation and emergency employment programmes in countries such as **Burundi, Democratic Republic of the Congo, Haiti, Kenya, Myanmar, Nepal, Pakistan, Somalia and Sri Lanka**;
- The reduction in violence and fewer small arms on the streets resulting from improvements to the delivery of justice and security services in **Burundi, Côte d'Ivoire, El Salvador, Haiti, Honduras, Jamaica, Kenya, Liberia, South Sudan, and Kosovo**;



Women at an empowerment training, Sudan.

- The increased access to legal services for victims of sexual and gender-based violence in the **Democratic Republic of the Congo, Iraq, Sierra Leone, Somalia and Kosovo**, so that perpetrators of sexual crimes are held accountable for their actions; and
- The increased empowerment of women through small business grants and start-up support for microbusinesses in **Burundi, Democratic Republic of the Congo, Nigeria, Nepal, Sudan and South Sudan**.

BCPR also responded to the major task of supporting transitions in the Arab States region. The Bureau formulated a corporate strategy for the region and fielded 33 experts through its rapid response deployment mechanism. It also assisted Tunisia with technical assistance to the new Constituent Assembly and to the ongoing process of national dialogue.

The Horn of Africa Crisis that began in July 2011 saw famine declared in Somalia and one of the worst food crises in decades in the region. BCPR was involved in UNDP's immediate response, supporting improved livelihoods and governance, which ultimately helped to save thousands of lives.

One of the most important outcomes of BCPR's new approach, which continued to be rolled out in 2011, is that it aims to build the resilience of households and communities to crises. In doing so, it reinforces UNDP's contribution to human development. Resilience and the capacity to recover are fully consistent with the expansion of human capabilities and the broadening of opportunities available to everyone, even those who are seeking to move beyond crisis and disaster.

In its contribution to UNDP's overall development agenda, the activities supported by BCPR help



A displaced person from Ngubu camp, the Democratic Republic of the Congo, builds a permanent structure.

individuals, households and communities to restore and improve the arrangements which move them beyond the effects of violence and disaster and foster sustained recovery and development. In this way, BCPR and its partners directly contribute to the restoration of resilience, flexibility, responsiveness and adaptability which are the hallmarks of dynamic developing societies.

As the events and outcomes described in this report show, UNDP, with BCPR's support is achieving considerable success with this approach. When combined with risk reduction strategies that prevent crises or help ameliorate their impact, the Bureau has made major progress over the past decade. Although there is much that remains to be done, the current organisational structure, improved technical and managerial capacity and expanded partnerships, allow the Bureau to be well positioned to meet its immediate challenges and those which will arise over the coming decade.

BCPR has learned from the challenges of preventing and responding to crises, and in the process enhanced the effectiveness of UNDP as a whole.

CHAPTER 7

FINANCIAL SUMMARY



UNDP THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY AND TRAC 1.1.3

In 1996, UNDP committed to funding crisis prevention and recovery activities by setting aside 6.6 percent of its total core resources and establishing *TRAC 1.1.3*. (Target for Resources Assignment from the Core 1.1.3) mechanism. This enables more rapid and flexible deployment of funds to UNDP Country Offices in need. The percentage of money taken from core resources and used in TRAC 1.1.3. was increased to 7.2 percent in 2002.

The Emergency Response Division was created in 1996 to manage these resources and to provide technical advice to Country Offices in crisis and post-conflict situations. The division became BCPR in November 2001. With the establishment of BCPR, crisis prevention and recovery was designated as one of UNDP's main thematic practices.

To support these roles and to better respond to urgent country needs, UNDP established the Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF), managed by BCPR on behalf of UNDP.

Since its inception, the Trust Fund has mobilised more than US\$ 1.2 billion to support crisis prevention and recovery initiatives and kick-started hundreds of innovative projects with UNDP Country Offices, providing support to crisis-affected countries around the world.

The Trust Fund is fast and flexible, allowing UNDP to respond quickly to crisis prevention and recovery needs as they arise. It also allows for quick disbursement following a natural disaster or violent conflict, or when a unique opportunity arises to reduce disaster risk or prevent conflict. Money from the Trust Fund is used for relatively short-term interventions. It has a number of important features which make it different from similar global funds in the area of crisis prevention and recovery.

- The Trust Fund:
- is aligned with UNDP's Strategic Plan;
 - can rapidly receive and allocate funds to UNDP Country Offices for immediate response to crises (it can receive contributions more speedily than any other mechanisms in UNDP);
 - has the flexibility to refocus funding in response to evolving crisis prevention and recovery needs;
 - is backed by the guarantee of BCPR's high-quality, integrated technical expertise and programmatic support towards the delivery of money—often with the support of UNDP rapid deployment response mechanism;
 - provides a transparent annual reporting including financial details, a review of historical trends, and a results-based narrative description of UNDP's crisis prevention and recovery accomplishments, lessons learned and challenges.

Donors may contribute unearmarked resources, which allow for the greatest flexibility to respond quickly to crises by delivering technical expertise, lessons-learned, and programme/project funding support in a coherent and effective manner. In addition, contributions can be made for specific thematic areas, countries, or any combination thereof.



Women displaced by conflict, fishing in Dogdore, Eastern Chad.

Contributions

In 2011, total contributions to BCPR amounted to US\$ 158.7 million¹². Reflecting generous donor response to emerging priorities, contributions received through the Trust Fund totaled US\$ 115.7 million which represent an increase of US\$ 10 million from the previous year. US\$ 43 million was received from UNDP regular, or core resources—known as TRAC 1.1.3—a decrease of almost 10 percent compared to 2010.

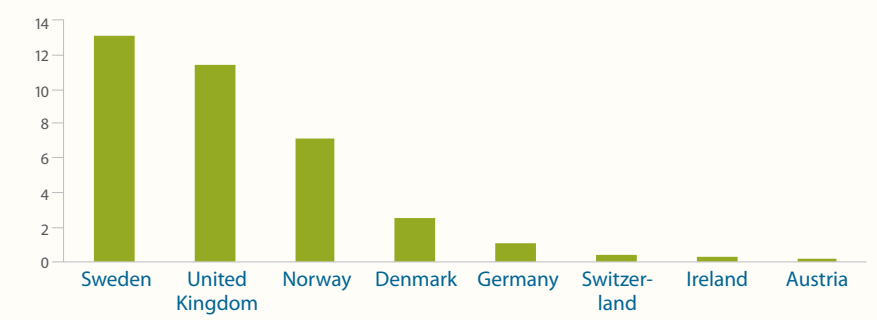
Thematic Trust Fund for Crisis Prevention and Recovery	\$ 115,700,233	63%
TRAC 1.1.3	\$ 43,000,000	27%
Total contributions	\$ 158,700,233	100%

US\$ 36.1 million out of the total contributions to the Trust Fund, equivalent to 31 percent of donations, was unearmarked. Eight donors contributed unearmarked funding in 2011: Austria, Denmark, Germany, Ireland, Norway, Sweden, Switzerland and the United Kingdom. Thematic contributions reached US\$ 8.1 million, including US\$ 6.75 million received from the Netherlands. Thanks to this continued unearmarked and thematic funding, the Crisis Prevention and Recovery Trust Fund continues to be a strategic funding mechanism, allowing UNDP to respond flexibly and quickly to the needs of countries in crisis or at risk of crisis. However, project related earmarked contributions still make up the greater part of the Trust Fund, representing US\$ 71.5 million (62 percent) of total contributions in 2011.

¹² In 2011, over US\$ 50 million in contributions to the CPR TTF was received during the last quarter and significant portion was carried over for implementation in 2012.



Donors contributing unearmarked/flexible funding to Crisis Prevention and Recovery Thematic Trust Fund in 2011



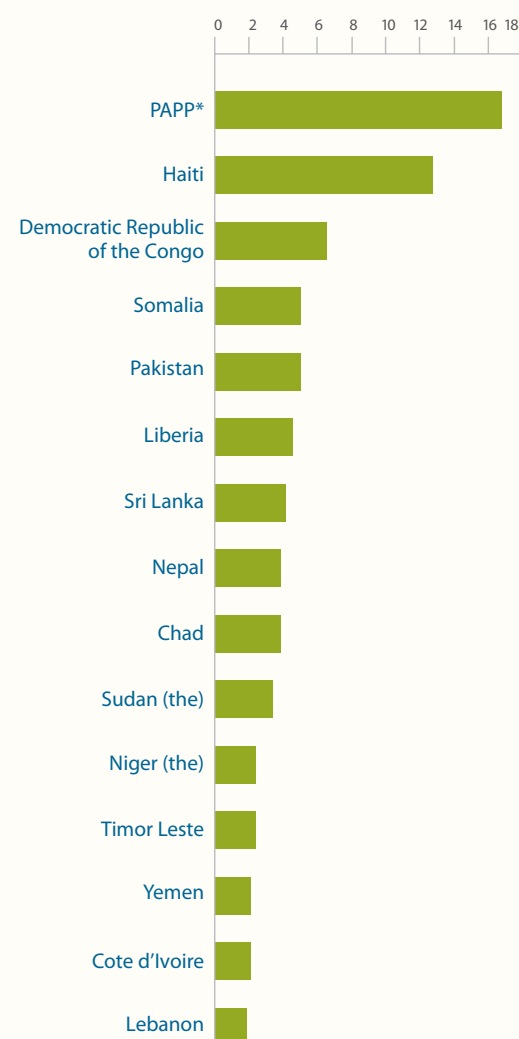
Expenditure

Total BCPR expenditure in 2011 was US\$ 148 million (US\$ 111.4 million from the Trust Fund and US\$ 37 million from TRAC 1.1.3). As in the previous year, the largest proportion (US\$ 32.1 million) of expenditure was concentrated in Africa. Expenditure in the Arab States in 2011 ranked second and increased significantly when compared to the year before, totalling US\$ 30.7 million, largely due to the “Arab Spring.” US\$ 19.8 million was spent in the Asia Pacific region, US\$ 19.2 in Latin America and the Caribbean and US\$ 6.1 in Europe and Commonwealth of Independent States.

In 2011, the Trust Fund and Trac 1.1.3 recorded expenditures in 104 countries. However, it is important to note that 65 percent of total expenditures focused on only 15 priority countries (*see graph*).

The highest combined expenditure was in conflict prevention and recovery totalling US\$ 81.4 million in 2011, followed by early recovery totalling US\$ 28.8 million. US\$ 20.2 million was spent on disaster risk reduction and recovery, US\$ 12.5 million on, policy and programme support and US\$ 5.5 million on gender equality.

Top 15 countries by 2011 expenditure (CPR TTF and TRAC 1.1.3)



* Territory—Programme of Assistance to the Palestinian People

Note: In 2011, expenditures presented under Sudan also include South Sudan.

Financial Summary

I. Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF)

Contributions received in 2011	\$ 115,700,233
Total expenditure in 2011	\$ 111,370,359

II. UNDP Regular Resources for Crisis Prevention and Recovery (TRAC 1.1.3)

Allocations received from Trac 1.1.3	\$ 43,000,000
Total expenditure in 2011	\$ 36,993,310

2011 Contributions Received by Donor-Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF)

Donor name	Contributions in US dollars
Sweden	19,422,672
Norway	14,455,181
Japan	11,700,000
United Kingdom	11,365,104
Islamic Development Bank	9,019,135
The Netherlands	8,241,288
United States	6,890,799
Canada	6,251,448
Finland	4,790,309
United Nations	4,167,935
Germany	3,563,662
Australia	3,012,003
Spain	2,677,376
Denmark	2,481,143
Italy	1,562,477
Switzerland	1,492,255

Donor name	Contributions in US dollars
European Union*	1,157,289
Luxembourg	738,588
World Bank	685,426
UNOCHA*	507,250
Brazil	485,873
New Zealand	321,373
Ireland	282,753
Austria	223,892
UNICEF	70,000
Republic of Korea	50,000
Colombia University	50,000
UN Women	30,000
Hungary	5,000
GRAND TOTAL	115,700,233

* Contributions not directly channeled through the CPR TTF but are financially managed by BCPR

Expenditure by Window of the Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF)

CPR TTF Window Description	Expenditure in US dollars
Conflict Prevention and Recovery	63,788,105
Disaster Risk Reduction and Recovery	13,395,168
Early Recovery	21,699,187
Gender Equality	5,479,591
Policy and Programme Support	7,008,309
GRAND TOTAL	111,370,359

Expenditure by Fund Category of UNDP Regular Resources for Crisis Prevention and Recovery (TRAC 1.1.3)

Fund Category	Expenditure in US dollars
Conflict Prevention and Recovery	17,589,581
Disaster Risk Reduction and Recovery	6,803,653
Early Recovery	7,100,549
Policy and Programme Support	5,499,525
GRAND TOTAL	36,993,310

Expenditure by Country - Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF) and UNDP Regular Resources for Crisis Prevention and Recovery (TRAC 1.1.3)

Country	Expenditure in US dollars
Afghanistan	237,057
Algeria	23,604
Angola	255,380
Armenia	557,969
Bangladesh	43,864
Belize	238,556
Benin	11,643
Bhutan	199,460
Bolivia	41,088
Bosnia and Herzegovina	1,336,852
Burkina Faso	1,395,984
Burundi	1,403,659
Cambodia	150,577
Cameroon, Republic of	513,168
Central African Republic (the)	1,231,231
Chad	3,583,723
Chile	248,688
China	214,582
Colombia	1,190,585

Country	Expenditure in US dollars
Comoros (the)	163,965
Congo, Republic of	390,248
Cook Islands	21,120
Costa Rica	605,469
Cote d'Ivoire	1,742,041
Croatia	71,030
Cuba	209,876
Cyprus	129,413
Democratic Republic of the Congo	6,037,667
Dominican Republic (the)	692,391
Ecuador	403,089
Egypt	1,233,650
El Salvador	238,950
Ethiopia	791,570
Fiji	110,434
Georgia	348,735
Ghana	1,166,950
Global	40,439,172
Guatemala	40,676

Country	Expenditure in US dollars
Guinea	43,399
Guinea-Bissau	1,265,347
Guyana	130,233
Haiti	12,444,208
Honduras	1,564,888
India	79,033
Indonesia	1,511,728
Iraq	1,175,795
Jamaica	202,003
Jordan	128,494
Kenya	1,557,536
Kosovo	678,668
Kyrgystan	786,829
Lao People's Democratic Republic (the)	233,475
Lebanon	1,568,024
Lesotho	73,324
Liberia	4,289,661
Madagascar	584,481
Malawi	61,494
Maldives	58,375
Mali	501,835
Mexico	28,749
Moldova, Republic of	284,901
Mongolia	121,534
Montenegro	195,742
Mozambique	961,867
Myanmar	447,809
Namibia	131,597
Nepal	3,611,448
Nicaragua	313,287
Niger (the)	2,133,102

Country	Expenditure in US dollars
Nigeria	99,140
Pakistan	4,640,355
PAPP	16,288,922
Papua New Guinea	658,153
Paraguay	188,097
Peru	145,671
Philippines (the)	447,140
Samoa	102,197
Senegal	286,931
Serbia	323,270
Sierra Leone	606,877
Slovak Republic	695,406
Solomon Islands	373,346
Somalia	4,749,685
South Sudan, Republic of	376,213
Sri Lanka	3,859,426
St. Lucia	24,637
St. Vincent and the Grenadines	16,286
Sudan (the)	3,130,495
Syrian Arab Republic	194,058
Tajikistan	652,556
Thailand	517,893
Timor Leste	2,059,540
Tunisia	224,172
Uganda	478,382
Ukraine	15,800
Uruguay	219,992
Uzbekistan	18,731
Vietnam	85,759
Yemen	1,995,182
GRAND TOTAL (CPR TTF AND TRAC 1.1.3)	148,363,669

Expenditure by Window of the Thematic Trust Fund For Crisis Prevention and Recovery (CPR TTF) and by Country

Country/Territory	Expenditures in US dollars
CONFLICT PREVENTION AND RECOVERY	
Afghanistan	237,057
Algeria	23,604
Angola	255,380
Armenia	147,295
Bolivia	29,388
Bosnia and Herzegovina	1,157,397
Burkina Faso	1,131,892
Cambodia	150,577
Cameroon, Republic of	219,557
Central African Republic (the)	95,851
Chad	3,462,911
Colombia	1,111,685
Comoros (the)	98,392
Congo, Republic of	299,910
Cote d'Ivoire	62,950
Croatia	47,720
Cyprus	129,413
Democratic Republic of the Congo	1,020,759
Timor Leste	1,364,162
Ecuador	131,580
Egypt	1,165,057
El Salvador	177,476
Ethiopia	631,630
Georgia	343,877
Ghana	725,085
Global	12,177,914
Guinea	12,869
Guinea-Bissau	1,236,390
Guyana	30,574

Country/Territory	Expenditures in US dollars
Haiti	3,229,216
Iraq	815,072
Jamaica	161,641
Jordan	20,000
Kenya	503,402
Kosovo	278,207
Kyrgyzstan	468,486
Lao People's Democratic Republic (the)	179,369
Lebanon	482,149
Liberia	3,389,825
Maldives	40,770
Mali	453,412
Moldova, Republic of	56,242
Montenegro	95,742
Mozambique	160,533
Nepal	1,143,282
Nicaragua	278,524
Niger(the)	556,561
Nigeria	95,600
Papua New Guinea	158,923
Peru	101,245
PAPP	14,493,667
Senegal	231,891
Slovak Republic	36,070
Solomon Islands	335,241
Somalia	4,667,944
South Sudan, Republic of	243,036
Sri Lanka	705,352
Sudan	1,330,520
Tajikistan	17,923

Country/Territory	Expenditures in US dollars
Ukraine	7,808
Yemen	1,370,914
Conflict Prevention and Recovery Total	63,788,105
DISASTER RISK REDUCTION AND RECOVERY	
Armenia	349,440
Bangladesh	43,864
Bhutan	180,442
Bolivia	11,700
Bosnia and Herzegovina	79,455
Burkina Faso	264,092
Central African Republic (the)	384,750
Colombia	10,073
Costa Rica	571,730
Cuba	209,876
Dominican Republic (the)	416,706
Ecuador	138,484
Ethiopia	79,225
Global	5,242,960
Guyana	33,784
Haiti	395,810
India	79,033
Indonesia	128,770
Kyrgyzstan	318,343
Lebanon	111,724
Liberia	26,236
Maldives	17,605
Moldova, Republic of	202,229
Mozambique	414,645
Myanmar	369,825
Namibia	85,910

Country/Territory	Expenditures in US dollars
Nepal	900,707
Nicaragua	14,841
Pakistan	201,794
Paraguay	187,961
Senegal	55,040
Serbia	125,544
Slovak Republic	659,336
South Sudan, Republic of	14,452
Sri Lanka	512,247
Syrian Arab Republic	194,058
Tajikistan	322,137
Uzbekistan	18,731
Yemen	15,010
Disaster Risk Reduction and Recovery Total	13,395,168
EARLY RECOVERY	
Chad	58,214
Democratic Republic of the Congo	33,142
Dominican Republic (the)	179,346
Timor Leste	17,694
El Salvador	32,865
Fiji	103,671
Global	2,701,602
Haiti	7,751,782
Honduras	967,632
Indonesia	287,451
Lebanon	65,400
Liberia	370,102
Nepal	1,318,643
Pakistan	2,025,720
Philippines (the)	281,143

Country/Territory	Expenditures in US dollars
PAPP*	1,598,346
Samoa	102,197
Solomon Islands	38,105
Sri Lanka	1,590,205
Sudan	1,378,233
Tajikistan	210,602
Uganda	476,012
Vietnam	85,759
Yemen	7,812
Early Recovery Total	21,699,186
GENDER EQUALITY	
Armenia	21,810
Burundi	267,982
Congo, Republic of	90,333
Cote d'Ivoire	145,844
Democratic Republic of the Congo	144,408
Timor Leste	356,016
Ghana	130,939
Global	1,401,652
Guinea-Bissau	28,957

Country/Territory	Expenditures in US dollars
Haiti	67,200
Indonesia	356,351
Iraq	288,546
Kenya	351,478
Kosovo	302,610
Liberia	379,763
Nepal	166,991
Papua New Guinea	499,230
PAPP	60,407
Sierra Leone	142,704
South Sudan, Republic of	113,280
Sri Lanka	154,676
Gender Equality Total	5,479,590
POLICY AND PROGRAMME SUPPORT	
Global	7,000,529
Nepal	7,780
Policy and Programme Support Total	7,008,309
GRAND TOTAL	111,370,359

Expenditure by Fund Category and Country of UNDP Regular Resources for Crisis Prevention and Recovery (TRAC 1.1.3)

Country	Expenditure in US dollars
CONFLICT PREVENTION AND RECOVERY	
Burundi	372,418
Cameroon, Republic of	293,611
Central African Republic (the)	746,969
Chile	202,064
Cote d'Ivoire	1,533,247
Croatia	23,310
Democratic Republic of the Congo	4,034,699
Timor Leste	319,636
Ecuador	121,468
Global	2,583,963
Guinea	30,530
Guyana	65,875
Haiti	701,003
Honduras	564,848
Iraq	56,533
Kenya	582,083
Kosovo	97,850
Lebanon	908,750
Liberia	29,455
Mozambique	239,281
Nepal	74,045
Niger(the)	1,576,541
Pakistan	229,673
Serbia	106,326
Sierra Leone	434,425
Sri Lanka	836,728
Sudan	166,445

Country	Expenditure in US dollars
Thailand	508,905
Tunisia	124,345
Yemen	16,159
Conflict Prevention and Recovery Total	17,589,582
DISASTER RISK REDUCTION AND RECOVERY	
Armenia	39,424
Belize	238,556
Comoros (the)	65,573
Egypt	68,300
Ghana	243,659
Global	2,095,441
Haiti	218,918
Indonesia	538,716
Jordan	108,494
Lesotho	9,196
Liberia	94,280
Madagascar	491,624
Malawi	61,494
Mongolia	121,534
Mozambique	147,408
Pakistan	1,980,570
Serbia	28,597
Sri Lanka	15,087
Tajikistan	9,041
Uruguay	219,964
Disaster Risk Reduction and Recovery Total	6,803,653

Country	Expenditure in US dollars
EARLY RECOVERY	
Benin	11,643
Bhutan	17,372
Bosnia and Herzegovina	97,611
Burundi	755,921
Chad	62,597
Chile	46,625
China	214,582
Colombia	68,827
Cook Islands	21,120
Costa Rica	33,480
Democratic Republic of the Congo	804,658
Dominican Republic (the)	96,339
Ecuador	11,556
El Salvador	24,137
Ethiopia	80,714
Fiji	6,763
Ghana	67,266
Global	1,735,586
Guatemala	40,676
Haiti	80,280
Honduras	32,408
Indonesia	200,289
Iraq	15,129
Jamaica	40,363
Kenya	120,574
Lao People's Democratic Republic (the)	51,999
Lesotho	64,128
Madagascar	92,857

Country	Expenditure in US dollars
Mali	48,422
Mexico	28,749
Moldova, Republic of	26,372
Montenegro	100,000
Myanmar	73,418
Namibia	45,687
Nicaragua	16,313
Pakistan	202,599
Peru	44,426
Philippines (the)	165,997
PAPP	136,503
Serbia	62,803
Sierra Leone	29,748
Somalia	81,400
Sri Lanka	45,132
St. Lucia	24,637
St. Vincent and the Grenadines	16,286
Sudan	255,297
Tajikistan	92,854
thailand	8,988
Tunisia	99,827
Ukraine	7,992
Yemen	585,288
Early Recovery Total	7,100,549
POLICY AND PROGRAMME SUPPORT	
Global	5,499,526
Policy and Programme Support Total	5,499,526
GRAND TOTAL	36,993,310

ACRONYMS

APPK	(an Albanian acronym for the "Employment Promotion Agency of Kosovo")
BCPR:	Bureau for Crisis Prevention and Recovery
CADRI:	Capacity for Disaster Reduction Initiative
CD-ROM:	Compact Disk Read-only Memory
CCM:	Convention on Cluster Munitions
CCW:	Convention on Certain Conventional Weapons
CPR:	Crisis Prevention and Recovery
CPR TTF:	Thematic Trust Fund for Crisis Prevention and Recovery
DAC:	Development Assistance Committee
DFID:	Department for International Development
DMC:	Disaster Management Centre
DPA:	Department of Political Affairs
DPKO:	Department of Peace Keeping Operations
EU:	European Union
IDP:	Internally Displaced Person
INCAF:	International Network on Conflict and Fragility
KPC:	Kosovo Protection Corps
Lao PDR:	Lao People's Democratic Republic
MYRF:	Multi-Year Results Framework
NATO:	North Atlantic Treaty Organisation
NGO:	Non-Government Organisation
OCHA – or UNOCHA:	Office for the Coordination of Humanitarian Affairs
OECD:	Organisation for Economic Co-operation and Development
REDES:	Reconciliation and Development (translated from Spanish)
SMS:	Short Message Service
TRAC:	Target for Resource Assignment from the Core
UN:	United Nations
UNDP:	United Nations Development Programme
UNFPA:	United Nations Population Fund
UNHCR:	United Nations High Commissioner for Refugees
UNICEF:	United Nations Children's Fund
UK:	United Kingdom
US\$:	United States Dollar
WFP:	World Food Programme



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