

2009 ANNUAL REPORT

BUREAU FOR CRISIS
PREVENTION AND RECOVERY





2009 Annual Report



Bureau for Crisis Prevention and Recovery
United Nations Development Programme

TABLE OF CONTENTS

1	Introduction.....	2
2	Achievements in conflict prevention and recovery	5
3	Achievements in early recovery	27
4	Achievements in disaster risk reduction and recovery	37
5	Achievements in gender equality in crisis prevention and recovery	49
6	Institutional partnerships	58
7	Monitoring and evaluation	62
8	2010 initial results	65
9	Financial summary	68
10	Conclusion	72
Annex	Financial report	76
	List of Acronyms	86

1

INTRODUCTION

Crisis prevention and recovery remained a top priority for the United Nations Development Programme in 2009, garnering continued trust of partners as well as the strong backing of UNDP's new Administrator, Helen Clark. We at the Bureau for Crisis Prevention and Recovery (BCPR) are most grateful for the support. Last year, we strived to deliver on UNDP's HOPE agenda, one that helps restore healthy societies after crisis, provides opportunities for the poorest and most vulnerable, protects communities from violence, and empowers women to meaningfully contribute to their country's recovery. This annual report highlights a range of our key achievements.

BCPR works for and through UNDP country offices. Demand for our services remained high in 2009, from deploying expertise in the immediate aftermath of crisis to allocating seed funding for cutting-edge crisis prevention and recovery programming. In conflict prevention, for example, BCPR worked with UNDP Nepal to create a more collaborative leadership style among seven major political parties to advance national constitutional reform. Through its global programme on strengthening the rule of law in conflict and post-conflict situations, BCPR positioned UNDP as a top-tier expert on the provision of justice and the rule of law in more than 20 countries. Combating armed violence remained a priority; we supported 28 countries' efforts to disarm citizens and create alternatives to violence. Our collaboration with the World Bank on statebuilding progressed, with joint initiatives launched in Liberia and Sierra Leone. We continued to lend our technical expertise to UNDP-supported mine action programmes around the globe and can report that two countries in which we worked—Albania and Zambia—are both now classified as mine-free. Disarmament, demobilization and reintegration efforts advanced in more than 20 countries, with UNDP-supported programmes reaching more than 100,000 former members of armed groups.

Our efforts also focused on preventing and mitigating disasters, which, as always, threaten hard-won development gains around the world. Such was the case in September and October 2009, when a series of devastating typhoons, tsunamis and earthquakes struck southeast Asia and many South Pacific countries. Through its presence in Bangkok, and by tapping into its SURGE roster, BCPR was able to provide immediate expertise and funding as well as programmatic support to the UNDP country offices responding to the disasters. Our global network of disaster risk reduction advisors has helped build both government and community-level capacity to cope with weather-related crises in countries like Armenia and Namibia, and we

continued to address climate change risks with comprehensive country programmes while leveraging our global partnerships. As with all of our efforts, we ensured that both women and men's needs and contributions were integrated into the disaster risk reduction and recovery programmes we support.

UNDP continued to make strides in bringing prevention and recovery dividends to women and girls in crisis and post-crisis settings. In Somalia, for instance, the UNDP-supported Sexual Assault Referral Centre in Hargeisa now operates as a “one-stop” location where survivors of gender-based violence can receive medical care and counseling; report assault to the police for investigation; and access free legal advice and representation. UN Security Council Resolution 1888, on conflict-related sexual violence and passed in 2009, gave strength and credence to UNDP's ongoing efforts to stop violence against women during and after crisis.

In the opening months of 2010, we have continued in our steadfast commitment to prevention and recovery. Within 48 hours of the devastating 12 January earthquake BCPR dispatched staff to Haiti to provide programmatic and operational support to the UNDP office, which launched a cash-for-work initiative within eight days—all while humanitarian operations were still scaling up. Together with the Government of Haiti, the World Bank, the European Commission and the Inter-American Development Bank, and on behalf of the UN Development Group, UNDP helped coordinate a post-disaster needs assessment in record time; that document informed the government's action plan for national recovery and development presented at the 31 March international donor conference on in New York, where member state pledges for reconstruction totaled more than USD 9 billion.

At BCPR, we mean not only to effect change, but to undertake it ourselves. For this reason, in 2009 we commissioned an independent strategic review of our Bureau. The results were both encouraging and motivating. We are now acting on the review's recommendations, seeking continuous improvement in the way we support UNDP country offices. Our aim, as part of UNDP, is to be an effective resource for those governments and people challenged by the risks and impact of disaster and conflict.

Jordan Ryan
Assistant Administrator and Director
Bureau for Crisis Prevention and Recovery
United Nations Development Programme



Jordan Ryan visits a UNDP – supported recreational centre in Gaza.

Jacinta

Beneficiary of the UNDP-supported justice programme in Timor-Leste.

Dr. Jacinta Correia, 36, wakes up at five in the morning, just like millions of women around the world, taking care of her two children and rushing to work. But Jacinta's work is somewhat unique in her native Timor-Leste—she is a judge, and the first graduate of the first group of Magistrates and Public Defenders of Timor-Leste. At five in the morning, when it's still quiet, she thinks of her cases and formulates her decisions. After sending her kids to school she spends most of the day at her office, at the Dili District Court.

Dr. Jacinta, as she is known, is one of 11 national judges in the country's district courts. Sworn in on July 2007, she and three other colleagues are the only women among the judges and public defenders of Timor-Leste. They attended a two-and-a-half year training course conducted by the Ministry of Justice and the Legal Training Centre, one of the national justice institutions that has been supported by UNDP since 2003. The UNDP-supported programme works with Timor-Leste's judicial institutions to support nationals like Dr. Jacinta to discharge their duties.

“When I was little I used to see my grandfather making decisions in our local village,” says Dr. Jacinta. “He was what we Timorese called *lia nain*, a community mediator. Although the role was not common for women, I always knew I wanted to do the same.”



“I can say that everything is possible as long as we are willing to invest in ourselves. I was a little girl living in the countryside who ran towards a dream. I know it took me a long time and the path was not always easy, but I am proud to be where I am today.”

Dr. Jacinta hopes that many other women will also become part of the country's government in the future. “I can say that everything is possible as long as we are willing to invest in ourselves,” she says. “I was a little girl living in the countryside who ran towards a dream. I know it took me a long time and the path was not always easy, but I am proud to be where I am today.”



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2

ACHIEVEMENTS IN CONFLICT PREVENTION AND RECOVERY



The faces of fighting are many. News reports show us the hardened countenances of generals, stern in their resolve to triumph; or the fatigued faces of troops, exhausted by battle. There are many less-seen faces of conflict, too. Disabled children, smiling despite a missing arm or leg that a landmine has taken as its toll. Or women, hiding their faces from cameras because rape has left them with little but shame, or worse, a stigmatizing disease. Some faces of conflict are angry, like those of civilians dispossessed of their land—often their only means of livelihood. Listlessness is in the faces of others, like the adolescents impressed into arms at a young age, who know only how to fight—a skill now useless in peacetime.

UNDP firmly believes that fates like theirs can be avoided in the future—that these stories can be changed. And change they must, for conflict, whatever its cause, is a major impediment to development, and is therefore of critical concern for UNDP in the drive to help countries meet the Millennium Development Goals by 2015. UNDP aims to both mitigate the effects of conflict on people and their development, and minimize the possibility that in the future people will have to endure violence at all.

UNDP IN ACTION

Nepal

In 2009, UNDP assisted leaders from Nepal's seven major political parties in creating a joint platform—the first of its kind—to build skills and capacities for collaborative leadership across the political and civic spectrum, at both national and local levels. Members of the platform are now developing a multi-year programme on leadership and the constructive management of conflict that will be supported by UNDP and other development partners. At the initiative's first meeting, in Nagarkot, participants acquired and applied collaborative leadership skills in developing a common agenda. They subsequently applied these skills to negotiations and the establishment of relationships to move forward the deadlocked constitutional reform process.



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Conflict Prevention and Peacebuilding

Currently, there are nearly 80 countries facing deadlock, tension, or conflict as they seek to address development challenges. Of these, only 19 are on the agendas of the UN Security Council or the UN Peacebuilding Commission. For many of the others, UNDP's assistance is an important resource for the countries' own efforts and initiatives to address conflict-related challenges. In this regard, UNDP provides an important complement to the work of the UN Peacebuilding Commission and the Peacebuilding Support Office.

Country Support

As a development actor, UNDP has a mandate to assist developing countries in two critical areas relating to conflict prevention and peacebuilding. One is the development of consensus-based solutions to challenges such as the allocation of land, natural resources and mineral wealth, and governance reform, with the aim of limiting tension and deadlock. The second is the creation and enhancement of capacities for the prevention, management, and resolution of conflicts: helping countries build and apply their own capacities—in the form of institutions, fora, skills, and leadership—for resolving recurring conflicts before they lead to violence. These conflicts include disputes over land and natural resources, elections, and political transitions. Examples of such support are presented below.

In **Lesotho**, following a two-year political impasse over disputed national elections in 2007, and several attempts by the Southern African Development Community to broker an agreement, UNDP assisted national church leaders to launch a domestic mediation effort that was quickly recognized by all parties. The project delivered agreed-upon “rules of the game” and a set of common negotiating principles by the first quarter of 2010.

In 2008 UNDP assisted in the establishment of “Dialogue Fiji,” which in 2009 remained the only non-partisan space for public dialogue in **Fiji**. At a time when all public political spaces were closed, and discourse limited to social and economic issues, UNDP's technical and material assistance to Dialogue Fiji was vital to ensuring that some channels of communication remained open on the critical issues facing the country.

In a major new initiative in people-to-people peacebuilding, UNDP's ongoing Action for Cooperation and Trust programme in **Cyprus** helped launch the first ever National Youth Charter to bring together Turkish and Greek Cypriot youth to build relationships and values that transcend the boundaries of long-term conflict. The programme also supported the establishment of the Cyprus Community Media Centre, with the aim of aiding progressive media to build cross-community relations and lasting peace.

In **Guyana**, 100 specially recruited national UN volunteers, nearly 50 percent of them women, were trained and deployed to communities to help ease ethnic tensions, and assist with the resolution of local-level disputes. The role of these volunteers will become especially critical as national elections approach in 2011. Their work will help to expand and consolidate the impact of the country's social cohesion programme, which was implemented with UNDP assistance from 2003 to 2006, and which independent evaluators found to have enabled Guyana to achieve its first ever non-violent elections in 2006.

Zimbabwe and Kenya

In both Zimbabwe and Kenya, countries that witnessed significant electoral violence in 2008, UNDP provided behind-the-scenes mediation, facilitation, and technical support in 2009 to help consolidate a fragile peace and ensure that fractious coalition governments were able to work for the national good. UNDP aided important new entities charged with ensuring the prevention of future violence—the National Organ on Healing, Reconciliation, and Integration in Zimbabwe, and the Commission on National Cohesion and Integration in Kenya—in planning and implementing multi-stakeholder consultations to create buy-in for their work, and also to build confidence among previously opposed groups and parties. District peace committees, which had ensured that post-election violence did not spread to the volatile northern regions and the Coast Province of Kenya in 2008, were established and strengthened in violence-ravaged Nakuru, Naivasha, and Eldoret in the Rift Valley; in Nyanza province; and in Nairobi’s Kibera slum. These committees created the conditions for the return of previously displaced persons.



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Inter-agency Collaboration

Where feasible and when its assistance has been sought, UNDP also works closely with the Department of Political Affairs (DPA), which is the UN system's focal point for conflict prevention, and especially with DPA's Mediation and Policy Division.

Two initiatives, both hosted by the Bureau for Crisis Prevention and Recovery, provide the primary fora for collaboration: the Inter-agency Framework Team for Coordination on Preventive Action, currently co-chaired by DPA, supports UN resident coordinators and UN country teams in developing integrated conflict prevention strategies, primarily in countries where violent conflict has yet to erupt. Second, the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention supports concrete initial steps to translate these strategies into action on the ground, including through the deployment of peace and development advisors. Currently, there are 32 peace and development advisors deployed in 24 countries. In 2009, their work yielded significant results, including the continuation of civic dialogue in Fiji; the building of local mediation capacities in Guyana; successful completion of the first phase of the amnesty and reintegration process for two of the largest militant groups in Nigeria's Niger delta; and informal but effective facilitation of key consultations around constitutional reform in Kenya. (For more details on the collaboration with DPA, see chapter 6 on institutional partnerships.)

Lessons Learned

Many of the critical achievements in conflict prevention in 2009 involved “process”—the initiation of new entry points and partnerships, or the launch of dialogue platforms, to address critical issues or for building significant new capacities for conflict management. These processes will take another two-to-three years at a minimum to reach fruition, and will hopefully continue to generate interim results and lower tensions. These results will require constant monitoring and assessment so that UNDP can concretely measure and record the changes achieved on the ground, and also make adjustments and course corrections as warranted.



BCPR-supported initiatives do not, however, have capacity for such monitoring and measurement, and resources at UNDP headquarters are also limited. In addition, traditional monitoring and evaluation methodologies are not easily transferable to the assessment of conflict prevention and peacebuilding results since, in many cases, the best result is that “nothing happens.” In 2010, BCPR will therefore move to acquire internal capacity to use methods such as “Reflecting on Peace Practice,” developed by CDA Associates (who have also developed the OECD-DAC guidelines on assessing conflict prevention results), to better monitor the impact of its own efforts in the field. The Bureau will also enable national and international partners and counterparts to tell more effective stories regarding the changes that they have achieved together in terms of building and applying their own capacities for sustaining peace.

Post-Conflict Governance and Statebuilding

Poor governance in post-conflict settings is a major structural cause of conflict and a significant impediment to both recovery from conflict and, in the longer term, achievement of the Millennium Development Goals. Threats to peace are often greatest in fragile, early post-conflict settings in which the state lacks the capacity to provide even the most basic services, such as security and conflict resolution mechanisms. In the absence of such services, a fragile peace can quickly unravel. To prevent that, officials and their community counterparts need carefully tailored and well coordinated support to help them develop the skills and resources to deliver peace dividends, build confidence in the political process, and lead peacebuilding efforts.

Country Support

In 2009, UNDP expanded its support to the emergence of responsive, legitimate, resilient states in fragile and post-conflict settings.

Liberia’s Truth and Reconciliation Commission placed exclusive governance at the top of a list of root causes of a tragic conflict that endured for 14 years, claimed the lives of 250,000 Liberians, and displaced almost a third of the population.

The destruction wrought by the war was so immense that GDP fell 90 percent in 8 years—one of the largest economic collapses ever recorded. The same loss of capacity that led to economic collapse during the war still impedes Liberians from fully profiting from peace. To overcome this challenge, UNDP is assisting the government of Liberia to develop and implement a National Capacity Development Strategy (NCDS) and Unit (NCDU). These will enable international actors to sequence different types of interventions, in order to ensure that capacity development inputs address the most pressing needs in the peacebuilding period. The NCDS and NCDU also support a statebuilding approach in Liberia by identifying capacities that make governing institutions more responsive.

Supporting sustainable peace in Liberia requires that the “politics of exclusion” give way to inclusive political processes, positive state-society relations, and governance institutions that are more representative. By activities such as building constituency offices for MPs so that they can return to their communities, UNDP is supporting the Liberian parliament to reach out to, connect with, and dutifully represent citizens—including women and minorities. UNDP is also supporting civic education projects to

inform Liberians of their right to be heard in such institutions, and inform them about how they might influence the decisions that affect their lives.

Poor governance fuelled a decade-long conflict in **Sierra Leone** that pushed the country to the bottom of the Human Development Index. To shed that dubious distinction, Sierra Leone's state institutions must be supported to become more rooted in society—able and willing to listen to Sierra Leoneans' needs, understanding of their expectations, and capable of providing the goods and services that meet those needs.

The exclusion of rural Sierra Leoneans is widely acknowledged to have been a key cause of the country's decade-long conflict, and so UNDP is supporting a number of initiatives to bridge the divide between Freetown and the rural hinterlands. By supporting the government to finalize its decentralization policy, revise the Local Government Act, and develop local-level economic development planning, UNDP in 2009 made significant strides in enabling historically excluded populations to define a collective vision of the future and play a role in driving their country towards it.

Sierra Leone's civil war destroyed the human, institutional and infrastructural capacities governments need to deliver basic goods and services. Recognizing the much larger impact that well coordinated donor resources have on developing government capacities, UNDP and the World Bank began working together in 2009 to develop a harmonized system of donor support to government functions in Sierra Leone.

In fragile, post-conflict contexts, elections can be a lightning rod for conflict. UNDP is determined that Sierra Leone's elections in 2012 should represent the consolidation, and not the unraveling, of democratic gains made during the last election. For that reason, UNDP, DPKO and DPA worked together in 2009 to develop a conflict-sensitive electoral strategy to begin the process for minimizing the risk of electoral violence in 2012.

Global Initiatives

In 2009, UNDP engaged the UN system and other entities in efforts to advance a common understanding of the opportunities and challenges associated with statebuilding and peacebuilding, and to support the development of effective policies and strategies to address them. In Liberia and Sierra Leone UNDP and the World Bank conducted the Joint UNDP-World Bank Initiative on Statebuilding in Fragile and Post-Conflict Contexts. The initiative has fostered more congruent UNDP-World Bank policies, as well as more, and increased joint engagement in Sierra Leone and Liberia and in other fragile, post-conflict contexts.

UNDP, together with NATO, OECD, and the World Bank, also contributed to the negotiation and agreement of the Coordination, Coherence, Complementarity (or "3C") Roadmap, and helped secure the commitment of major bi- and multilateral development actors to it. The roadmap contains a series of specific operational recommendations and joint and individual commitments to promote the coherent, coordinated responses needed to maximize the impact of international support in fragile contexts.

Throughout 2009, UNDP actively supported the development of international policy on statebuilding and peacebuilding in its capacity as co-chair of the OECD International Network on Conflict and Fragility (INCAF), which counts as members all major donor countries, developing countries, and international actors such as the EC, UNDP and the World Bank. UNDP actively engaged the United Nations system in influential OECD/INCAF processes to develop a number of knowledge products, including the “OECD Guidance to International Support for Statebuilding.”

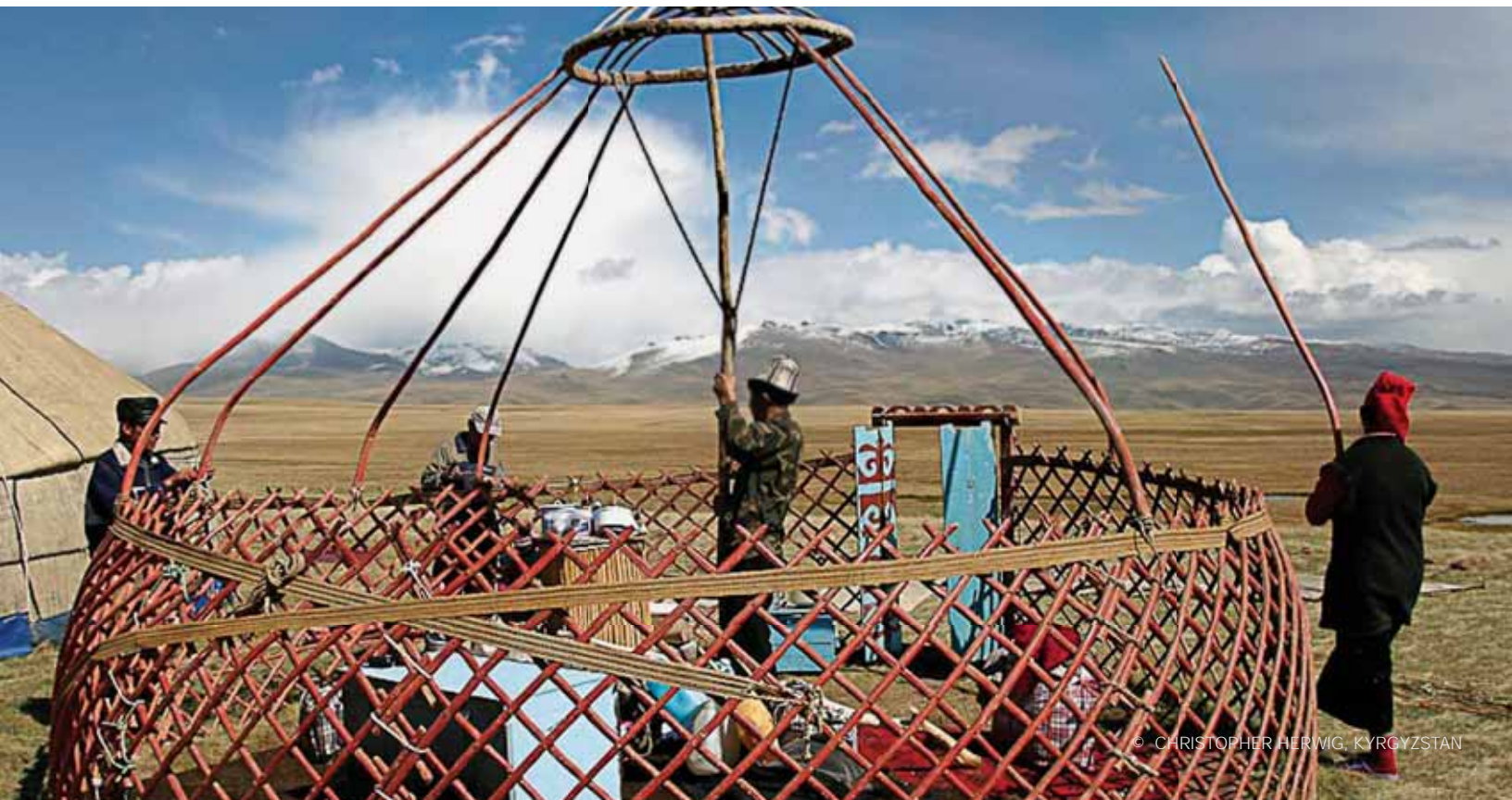
These policy documents ensure that the UN system and its partners can think and work together in support of shared statebuilding and peacebuilding objectives.

Lessons Learned

Understanding the politics of change. Efforts to promote an inclusive, responsive, legitimate and resilient state in fragile contexts involve change. They may threaten the balance of power, generating winners and losers who may support or frustrate the desired change. Political-economic and conflict analyses enable UNDP to understand the constellation of interests on the ground, and to design programmes that achieve maximum impact.

Flexible approaches to capacity development. In fragile contexts, capacity development programmes must be flexible. They should include effective monitoring and feedback loops so that plans and activities have a real time evidence base to allow for speedy adaptation or fine tuning to a constantly changing environment.

Need for greater coherence. Effectively supporting the attainment of statebuilding objectives in fragile, post-conflict contexts is a formidable task that cannot be achieved merely by a project-based approach. Overcoming the many challenges and building on the opportunities that fragile contexts present requires that UNDP work with partners to enhance the linkages between conflict prevention, governance, and poverty reduction.



Rule of Law, Justice and Security

UNDP's Programme on Strengthening the Rule of Law in Conflict and Post-Conflict Situations offers comprehensive operational, technical and financial support to UNDP country offices, while also advancing partnerships with actors in the broader UN system, including member states, the Department of Peacekeeping Operations (DPKO), the Peacebuilding Support Office (PBSO), and the Inter-agency Standing Committee. In 2009, the Global Rule of Law Programme expanded its support for rule of law programming in over 25 countries, and deepened its commitment to partnership building, policy-making and results-based reporting and evaluation. Joint programmes with DPKO were initiated and implemented in the Democratic Republic of Congo, Haiti, Liberia, and Sudan (South), and the Global Rule of Law Programme also helped the PBSO to build its internal capacity.



Country Support

Strengthening the rule of law within an early recovery framework and during transition. During a humanitarian crisis, national capacities must be empowered to respond to immediate needs related to security and justice and impunity, while also laying a foundation for strengthening rule of law institutions in the recovery phase. To this end, UNDP country offices in 2009 established 18 legal aid centers and trained 465 paralegals in four countries to serve internally displaced persons and other conflict-affected populations. In **Chad**, for example, UNDP, the United Nations Mission in the Central African Republic and Chad (MINURCAT), and the Chadian Bar Association jointly established a “lawyers’ house” in Abéché, and are in the process of establishing 12 legal aid clinics throughout the eastern part of the country. The Abéché Court of Appeal organized the first-ever criminal sessions in Abéché, Alti, Mongo and Am Timan. Forty cases were examined and verdicts imposed. For the first time, lawyers and citizens were seen presenting and defending their cases before a court of law in Eastern Chad.

Addressing women’s security and access to justice. Based on UN Security Council Resolutions 1325, 1820, and 1888, and UNDP’s Eight Point Agenda for Women’s Empowerment and Gender Equality in Crisis Prevention and Recovery, particular emphasis was placed on ensuring security and access to justice for women. In **Somalia**, for example, the country office and the Minister of the Interior, with UNDP support, established women and children’s desks in Somaliland police stations. In 2009, 42 people, including 26 women, were trained to work on the desks. Additionally, the UNDP country office continued to support the Sexual Assault Referral Centre in Hargeisa, an organization providing medical, psychological and legal support to survivors of sexual violence. Police officers were on hand to commence investigations when requested.

Supporting capacity development of justice and security institutions. UNDP provides technical assistance to strengthen rule of law institutions, such as judiciaries, ministries of justice, prosecutors’ offices, law enforcement and corrections. In 2009, UNDP’s global efforts reached over 1,700 prosecutors, police, prison officials and judges. In **Sudan**, UNDP assisted the judiciary of Southern Sudan in strategic planning to improve its institutional and human resources capacity, and supported the Ministry of Justice in Khartoum to develop legal aid legislation. This law is intended to institutionalize the paralegal profession, secure the government’s contribution to legal aid services, and provide a nationwide policy framework for legal assistance.

Facilitating transitional justice. UNDP’s Global Rule of Law Programme provides support to national stakeholders in addressing past legacies of violations of human rights and humanitarian law, while also ensuring parallel capacity development of rule of law institutions. For instance, in **Bosnia and Herzegovina**, the UNDP country office designed and implemented baseline indicators with which to measure public awareness of the topic. It also supported the development of a national war crimes strategy by conducting a needs assessment of cantonal and district-level courts. This assessment helped to prioritize capacity needs, and informed the larger strategy on war crimes, drafted later by the BiH working group and prosecutor’s office.

Promoting confidence-building and reconciliation. UNDP gives particular attention to rebuilding trust and nurturing reconciliation in post-conflict environments. Cutting

across the full spectrum of assistance, confidence-building activities seek to promote dialogue, communication and peaceful conflict resolution. In **Timor-Leste** an armed confrontation between former military officers and police forces in 2006 led to a disintegration of law and order, crippling confidence in the fledgling country's justice and security institutions. In a subsequent effort to facilitate better communication between civil society and the government, UNDP mapped, interviewed and then facilitated consultation sessions between government agencies and legal aid, human rights, and women's rights organizations in five cities.

Inter-agency Collaboration

UNDP plays a catalytic and facilitating role for UN system-wide responsibilities. For instance, the Inter-agency Standing Committee Protection Cluster designated UNDP to act as rule of law focal point and the UN Action Steering Committee asked UNDP to co-lead the roll-out of the team of experts under Security Council 1888 to address impunity for sexual violence in armed conflict.

In 2009 the UK's Department for International Development (DfID), the OECD International Network on Conflict and Fragility, and the World Bank sought out UNDP as a partner in advancing the "justice and security nexus," to bridge the justice and security communities under the broader umbrella of the rule of law. UNDP also supported the inter-agency Rule of Law Coordination and Resource Group (RoLCRG) to advance implementation of the *Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict*, while partnering with RoLCRG members on a number of joint programming initiatives, including Nepal.

Joint planning and programming with DPKO on policing, justice and security sector reform deepened in 2009. UNDP has cultivated a particularly strong partnership with the DPKO Office of Rule of Law and Security Institutions (OROLSI) and increased joint initiatives with DPKO in Chad, Haiti, Liberia, Somalia, Sudan, and Timor-Leste. A case in point is the partnership on rule of law established between MINURCAT and UNDP in Eastern Chad (See Country Support, above). While UNDP offers the overall programmatic framework, funding facility and technical expertise, MINURCAT provides additional technical expertise, logistical/operational support and increases outreach where UNDP has no field presence. Through joint planning, joint programming and joint implementation, MINURCAT and UNDP share information on a regular basis and consult each other on coordination mechanisms addressing issues related to the rule of law. This division of labor now serves as a model in other joint programmes.

In 2009 UNDP also expanded its support to the inter-agency Security Sector Reform Task Force to roll out UN-wide training material on security sector reform.

Lessons Learned

UNDP needs to deepen existing initiatives and ensure that these are solidly rooted in a multi-year programming and financial framework alongside sustainable country office capacity. Quality must be prioritized over quantity, and depth over breadth.

Results can be achieved even in an ongoing conflict, such as in Chad, DRC, Sri Lanka and Sudan. Empowered local stakeholders (e.g., IDPs, legal professionals, civil



society) become resourceful forces for change and resistance to violence. Conversely, engagement with the humanitarian community is optimized when situating protection within a broader notion of the rule of law.

Parallel efforts must focus on both the demand for and supply of assistance, “bottom-up and top-down,” so as to reinforce activities in a two-pronged manner. When displaced populations are enabled to claim justice through legal aid, and justice institutions are equipped to deliver that justice, the odds for impact are far better.

Joint programming with other UN agencies, peacekeeping and civil society organizations is both cost-effective and a practical necessity. An increasing number of UNDP rule of law projects are now being designed as joint programmes with other partners, yielding positive results.

Armed Violence and Small Arms Control

Armed violence, whether associated with criminal activity or formal conflict, is a worldwide epidemic, and a fundamental challenge to global humanitarian and developmental goals. In the decade between 1995 and 2005, the number of global armed conflicts declined significantly; despite this decline, the number of victims of armed violence did not decrease. Conservative estimates indicate that three quarters of a million people are killed in armed violence each year. Beyond direct deaths and injuries, armed violence also destroys human, economic, and physical capital, imposing an annual economic cost so high that it exceeds the annual total of global official development assistance. The ready availability of small arms in contexts of growing socioeconomic inequality, rapid urbanization, unemployment and deteriorated rule of law increases the likelihood of armed violence and organized crime in both conflict and non-conflict settings. Globally, an estimated 60 percent of all homicides are committed with firearms, with some Latin American countries reporting rates of 80 percent.



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Country Support

In 2009, UNDP provided technical and financial support to 33 small arms and light weapons (SALW) control and armed violence prevention programmes in 28 countries including **Bosnia and Herzegovina, El Salvador, Jamaica, Kenya, Kosovo** and **Somalia** (Somaliland).¹

In **Colombia, Guatemala** and **Honduras**, UNDP worked with technical ministries to improve national expertise in the collection and analysis of data on crime and violence by encouraging closer cooperation between crime observatories, the police, health ministries and civil society. In **Croatia**, following a successful campaign to collect illicit weapons, UNDP supported the police to design and implement a new “preventive policing” strategy and police unit, with a particular focus on countering gender-based violence. The unit and its staff are now fully functioning and integrating preventive and community policing across the Croatian police service.

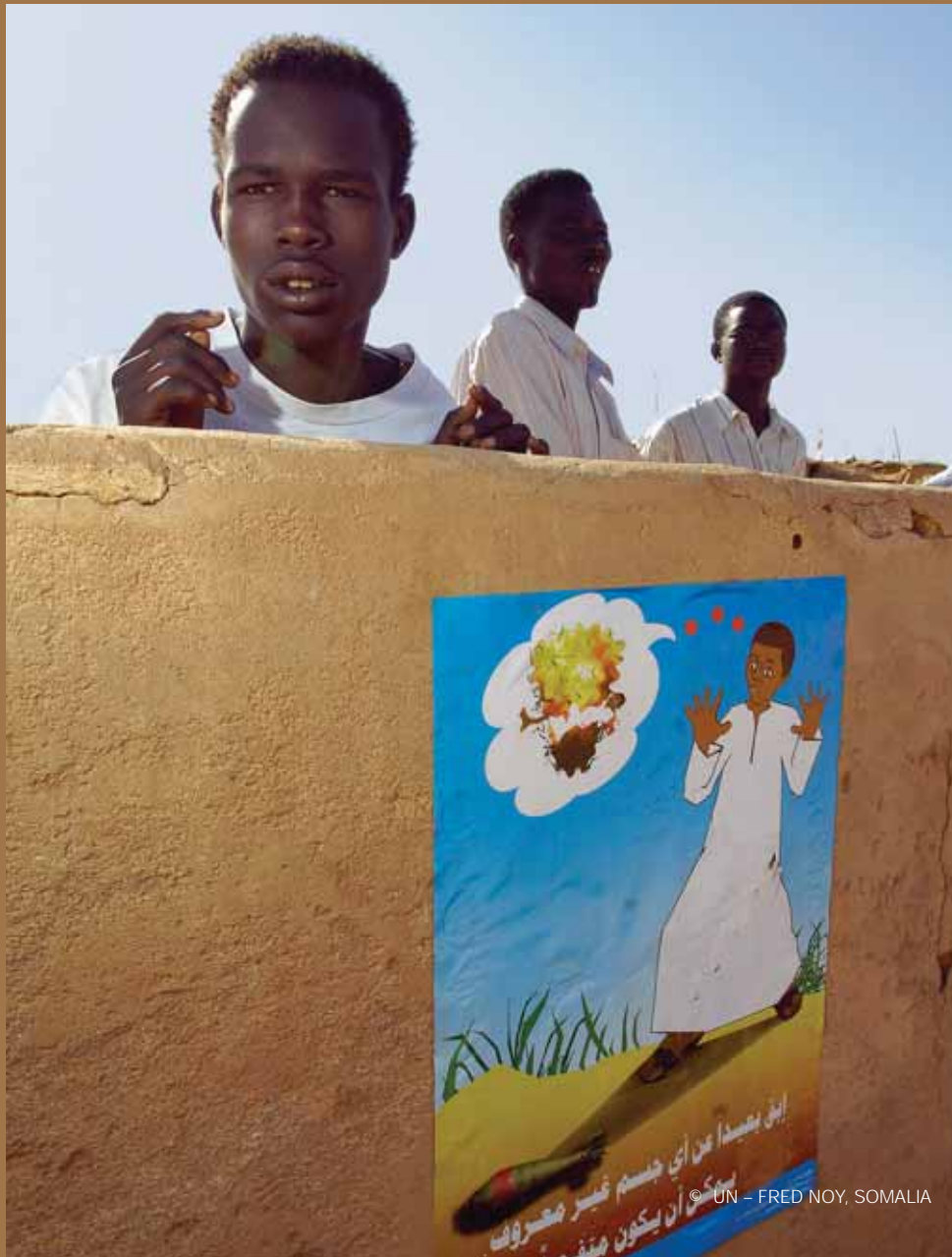
In El Salvador, Guatemala, **Haiti**, and Jamaica, UNDP worked in close collaboration with various UN partners within the framework of the Armed Violence Prevention Programme (AVPP), with funding from the MDG Achievement Fund, resulting in inter-agency programmes with a focus on armed violence prevention.

UNDP continued its engagement at the sub-regional level, providing technical assistance and/or funding to initiatives such as the Central American Small Arms Control Project, the Southeastern and Eastern European Small Arms Clearinghouse, the Regional Centre on Small Arms in Eastern Africa, and the Economic Community of West Africa Small Arms Project. These sub-regional initiatives focus on strengthening national and local institutions for tackling small arms proliferation, and improved ammunition stockpile management and control. Public perception surveys on security and policing (Croatia), publication of a national report on arms exports (**Serbia**), support of a SALW commission (**Moldova**), and regional work on legal harmonization across the Central American region all took place in 2009. Tackling the supply side of armed violence remains a critical area of engagement for UNDP.

1. Kosovo is hereafter referred to in the context of UN Security Council Resolution 1244 (1999).

Somalia

Despite enormous difficulties with the security situation in south-central Somalia, during 2009 the Armed Violence Reduction Programme in Somaliland adopted a community-based and community-driven approach, thereby enhancing civilian oversight of the security sector through the local safety committees it established. This success enabled the project to secure additional funding and expand its geographical coverage to four more districts. The project also succeeded in establishing the necessary partnerships with civil society, academia and the police to open an observatory of violence (currently under construction) that will house not only the data necessary to inform better policing but also a unit for training and sensitization in armed violence reduction.



Global Initiatives

The Geneva Declaration on Armed Violence and Development, adopted by 42 countries in 2006, has played a significant role in increasing awareness of the link between armed violence and development. UNDP has played an active role in advancing the declaration and putting it into action. Support for the Geneva Declaration has grown rapidly, with 108 signatories as of the end of 2009. The declaration also paved the way for the *Report of the Secretary-General on Promoting Development through the Reduction and Prevention of Armed Violence*, launched in September 2009 and debated in the UN General Assembly in November 2009. Coordinated by UNDP, with input from other UN agencies, the report consolidated member states' views on armed violence and development.

During the latter months of 2009, UNDP, together with the government of Norway, prepared to host a high level conference on armed violence and the Millennium Development Goals, to take place in Oslo in April 2010. Due to the volcanic eruption in Iceland and the ensuing ban on air travel in the region, the conference was rescheduled for May in Geneva. The conference provided an important political, diplomatic and technical opportunity to ensure that armed violence best practices, lessons learned, obstacles, gaps and opportunities are systematically fed into the MDG review process (and the post-2010 MDG architecture) as a major development concern.

Lessons Learned

Supporting evidence-based approaches. UNDP's support for armed violence prevention and small arms control programmes should be preceded by careful surveys and assessments of the causes, drivers and distribution of armed violence, and the needs and perceptions of all stakeholders. This will ensure that policy and programmatic responses are evidence-based.

Balancing national institution-building and community-driven interventions. Lasting peace requires security and social cohesion at the local level, with visible, tangible dividends of peace widely shared. This requires UNDP to encourage and support dialogue between government, law enforcement bodies and civil society at the local level, and to help ensure that civil society perspectives are integrated into local-level planning processes.



Mine Action

In some 85 nations around the world landmines and other explosive remnants of war threaten lives and hinder development. They restrict access to fertile land, markets, education and health facilities, and impede freedom of movement and access to areas needed for humanitarian and development efforts. To address this ongoing problem, and upon request from affected states, UNDP provides technical support to mine action programmes in more than 40 countries.

Country Support

In 2009 mine action support focused on the introduction of innovative, cost-efficient methodologies to increase the speed at which land is released for civilian use. These new techniques reduce the areas of suspected contamination through non-technical surveys, rather than using mechanical or manual clearance approaches. In **Bosnia and Herzegovina, Chad, Ethiopia, Iraq, Mauritania, Mozambique, Sudan, Tajikistan, Thailand, Uganda and Zambia**, UNDP facilitated surveys of suspected areas, releasing an increased amount of land for civilian use. In Uganda it contributed to the return of more than 1 million displaced persons, and in Mauritania some 14 million square meters of land were released. In **Eritrea, Iraq, Lebanon, and Sri Lanka**, local communities benefitted from mine risk education. With support from UNDP, Bosnia and Herzegovina and Tajikistan have integrated mine action into their Poverty Reduction Strategy Papers. In addition, **Albania, Cambodia, Mozambique and Sri Lanka** have all included mine action into their respective development plans.

In time for the Second Review Conference of the Mine Ban Convention held in Cartagena, Colombia, in December 2009, UNDP provided extensive support to member states to meet their obligations under the Anti-Personnel Mine Ban Treaty. For example, it helped Albania and Zambia successfully meet their obligations to clear all anti-personnel mines on land under their jurisdiction and control within ten years of the treaty's entry into force. It also assisted Ethiopia in meeting its obligation to destroy stockpiles of anti-personnel mines within the four-year deadline.

Global Initiatives

In December 2008, 94 states took a historic step by signing the Convention on Cluster Munitions (CCM), which prohibits the use, production, transfer and stockpiling of cluster bombs. The convention is a striking example of how tangible results can be rapidly achieved by an inclusive, constructive and creative partnership to address threats to human security and development. This process has also been a learning experience, demonstrating how UNDP can contribute to the advancement of international humanitarian law.

UNDP organized two advocacy events in New York – one in March 2009 and a second in October 2009 – in cooperation with affected states, the Cluster Munitions Coalition, and other United Nations partners as a means of generating momentum for the rapid entry into force of the convention. Each event highlighted treaty actions such as signatures or deposits of instruments of ratification as well as updates on

implementation of the convention, even before its formal entry into force. By the end of 2009, only five ratifications remained before the convention could enter into force. (That milestone was reached in February 2010.) During the year UNDP also continued to encourage and facilitate participation among low- and middle-income countries in regional consultations.

Lessons Learned

Strengthening linkages between mine action and development. Campaigns to eliminate cluster munitions and landmines have made the greatest headway when articulated by affected states themselves, and through demonstration of the economic and social impact of these weapons on the development of affected countries. The findings of the review of the status of implementation of the UN Mine Action Strategy (2006-2010), carried out in 2009, suggest that mine action is clearly linked with development and socioeconomic recovery. Of the eight countries reporting an increase in the number of new victims of explosive remnants of war, six of these indicated that the pursuit of socioeconomic activities was the reason for the majority of accidents, despite marking, fencing and the presence of mine action institutions. This indicates that livelihoods needs surpass safety considerations in many affected communities, highlighting the importance of combining mine action with poverty reduction and livelihoods initiatives.

Disarmament, Demobilization and Reintegration of Ex-Combatants

The sustainable disarmament, demobilization and reintegration (DDR) of ex-combatants is a critical component of post-conflict recovery. The objective of DDR is to contribute to security and stability in post-conflict environments so that recovery and development can begin. The DDR of ex-combatants is a complex process, with political, military, security, humanitarian and socioeconomic dimensions. It aims to address the post-conflict security challenge that arises from ex-combatants' lack of livelihoods or support networks (other than their former comrades in arms), during the critical transition period from conflict to peace and development.

The demand for DDR of ex-combatants in post-conflict settings has increased, particularly in non-peacekeeping contexts where UNDP often plays a leadership role. The UN approach to DDR has also undergone significant changes in the last few years, with the advent of the UN DDR Inter-agency Working Group (IAWG) and the development of integrated DDR standards (IDDRS), which were formally launched by the UN Secretary-General at the end of 2006. UNDP has played a significant role in the development of DDR policy guidance which has been consolidated in the IDDRS, and has provided support to design and implementation of national DDR programmes throughout the world. UNDP co-chairs the IAWG and is well positioned to play a central role in the future of DDR within the UN system.

Country Support

Throughout 2009, UNDP provided technical assistance to disarmament, demobilization and reintegration initiatives in 22 countries: eight in peacekeeping contexts (**Central African Republic, Chad, Côte d'Ivoire, Democratic Republic of Congo, Haiti, Kosovo, Liberia** and **Sudan**) and 14 in non-peacekeeping contexts (**Burundi,**

Congo

In the Pool region of the Republic of Congo, UNDP implemented an innovative community-based approach to ensure women formerly associated with armed forces and groups are not excluded from ongoing DDR activities. This initiative allows women associated with armed forces to benefit from reintegration without publicly revealing their past. As a result, over 15,000 women received technical training on production, storage, processing and sale of commodities so that they might organize themselves into cooperatives. These activities go far beyond mere subsistence and give them the opportunity to contribute to the economic recovery of their communities.



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Colombia, Comoros, Guinea-Bissau, Indonesia (Aceh), Namibia, Nepal, Nigeria, Papua New Guinea, Republic of Congo, Somalia, Sri Lanka, Timor-Leste and Uganda).

In the past year UNDP has initiated support to DDR programmes in the Central African Republic (CAR) for 8,000 ex-combatants, Colombia (60,000), Kosovo (1,800), and Nepal (15,000). In CAR, UNDP provided significant technical assistance that resulted in the launch of the national DDR programme, while also leading the DDR coordination process between donors and the national authorities.

In Colombia, Côte d'Ivoire, DRC, Guinea-Bissau, Kosovo, Nepal, Sudan, and Uganda, UNDP support focused specifically on reintegrating ex-combatants. In Colombia, UNDP, through the provision of expertise and training, worked with national partners to redefine the approach to reintegration, emphasizing the need to engage communities. In Côte d'Ivoire, UNDP facilitated the socioeconomic reintegration of 10,000 ex-combatants, militias, and youth associated with armed conflict. In Nepal, UNDP initiated the registration, profiling and screening of over 10,000 Maoist soldiers, which will serve as a starting point for reintegration. In Sudan, UNDP supported the launch of two programmes, one each in the north and south, to disarm, demobilize and provide reintegration assistance to 18,000 combatants from 2009 to 2012.

Global Initiatives

UNDP plays a major role in supporting improved DDR inter-agency coordination at policy and country level. In Darfur for example, a joint UNDP-DPKO simulation exercise took place in November 2009 that served as a platform to gather lessons to start the DDR planning process there.

With the International Labour Organization (ILO), UNDP helps develop guidance and programmes to bridge the conceptual, programmatic and funding gap between short-term security-oriented DDR processes and longer-term economic recovery. In 2009, collaboration with ILO included, the development and launch of the UN Policy on Post-Conflict Employment Creation, Income Generation and Reintegration and its roll-out in selected pilot countries.

UNDP continued to contribute to the Integrated DDR Standards (IDDRS), which were launched in December 2006 as a comprehensive set of policies, guidelines and procedures covering 24 areas of DDR, ranging from the strategic to the operational and tactical levels. To fill identified gaps in the IDDRS, UNDP collaborated with DPKO to prepare and validate two new modules on security sector reform and transitional justice. The revised modules on reintegration and youth are currently under review. UNDP organized and provided training on the IDDRS in the Central African Republic, Colombia, Nepal and Sudan.

In 2009, UNDP also published a “How-To Guide: Monitoring and Evaluation for DDR Programmes” for DDR practitioners, describing ways to plan and better manage the monitoring and evaluation of DDR programmes.

Lessons Learned

To sustain security and development in war-torn communities, DDR should be implemented within a wider recovery framework that includes community infrastructure rehabilitation, employment and livelihoods creation activities, and basic service provision.

The reintegration of ex-combatants and communities should be planned early on in the DDR process. It is essential to work with the families of ex-combatants and manage their expectations to ensure successful reintegration. Families can often be a key to keeping participants engaged in the DDR process. Communities are essential to identifying the vulnerable and special needs of their members, and should be involved throughout.

UNDP recognizes the need to understand how ex-combatants are socialized to violence during the time they spend with armed forces and groups. Adequate response strategies and coping mechanisms to promote attitude change that will help reduce sexual and gender-based violence in the post-conflict period are also needed.

Livelihoods in rural areas may be closely linked to the use of weapons to gain access to resources like land, livestock, crops, and water. DDR must consider these impacts if the programmes are to be viable and supported by communities. UNDP is therefore working to clarify linkages between reintegration and natural resources and to identify opportunities that can contribute to more sustainable DDR programmes.

DDR practitioners agree political reintegration is important and that programming must regard ex-combatants and communities in post-conflict or conflict contexts as having more than just economic needs. Political reintegration is also often closely tied to economic reintegration in terms of benefits and distribution of wealth in the post-conflict economy.

There is a need to further improve communication and roll-out of the IDDRS to the field and beyond the members of the Inter-agency Working Group, to donors, the World Bank, the OECD-DAC and the EC, among others. UNDP will therefore focus on further promoting the understanding and use of the IDDRS in DDR, including through DDR training.



Grace

Beneficiary of the UNDP-supported recovery and rehabilitation programme in Sudan.

A group of men sat outside a shop beside the main road of Wonduruba, in southern Sudan, chatting and drinking cold beverages. A woman rummaged through a small cooler and approached them with another round. As she opened one of the bottles she cracked a joke that got the crowd going.

Thirty-year old Grace Jokudo is the quintessential proprietor: She keeps people coming back not only for the products she provides but also for the affable environment in which she provides them.

“A business person is not supposed to get annoyed,” she said with a smile. “If you get annoyed, you don’t make any money.”

And Grace definitely has a knack for making money. When she was a young girl she sold tea by the side of the road; when she grew older she brought sugar from Uganda so she could resell it in Sudan. With the money she made from selling sugar she was finally able to open a small shop on the side of the road selling drinks and biscuits.

“I was selling things here when someone from the [UNDP-run] Recovery and Rehabilitation Programme came and asked if I would be interested in participating in a business training programme and receiving a loan,” she said.

Grace was trained in business skills and microfinance and the microcredit loan she received helped her make the leap from petty trader to shop owner. After receiving her loan of 1,500 Sudanese pounds (approximately



“Since the training I have made enough money to pay for my four children to go to school in Uganda, where there is a better education.”

USD 630) she was able to expand her store and sell more items.

“I learned that selling many things will earn more money – rather than just selling one type of thing. I check which things finish first and restock them. If customers go to other shops to find something I don’t have I take note of what it is and make sure I order it.”

Grace makes payments on her loan once a month and now has 240 pounds left to pay until her debt is clear. Her exemplary record earned her a second loan for 12,000 pounds from the Sudan Microfinance Institution, a private microfinance company that gives larger sums to traders who have proven to be reliable under the UNDP programme.

“Since the training I have made enough money to pay for my four children to go to school in Uganda, where there is a better education. I also bought a generator, a television and some cows,” she said. “With the new loan I would like to buy a fridge.” She dipped her hand into the plastic cooler to pass a customer a bottle of soda, and broke into a wide smile.



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3

ACHIEVEMENTS IN EARLY RECOVERY



Early recovery is about helping people get back on their feet after devastating events, such as the January 2010 earthquake in Haiti or the years of conflict in Sudan. Early recovery activities provide livelihoods opportunities to those most affected by crisis, support the provision of basic social services, and prepare areas of return for the displaced. These efforts are chronically underfunded yet vitally important.

Early recovery helps to meet needs beyond immediate humanitarian requirements, and to deliver basic services to communities as early as possible in the immediate aftermath of a crisis. It helps affected populations to become self-reliant, resume income-generating activities, return home, rebuild local infrastructure, feel safe, and regain a sense of normalcy, making it the first step towards full recovery.

BCPR provides UNDP country offices with technical assistance for early recovery programmes and leads the Inter-agency Standing Committee (IASC) Cluster Working Group on Early Recovery (CWGER), which includes 31 members from the humanitarian and development communities.² The working group supports country-level coordination, inter-agency assessment and strategic planning. It serves as an important forum for global coordination and a source of guidance for early recovery action on the ground.

Country Support

UNDP provided early recovery support to 28 countries in 2009, with a focus on reinforcing national and local government capacities to manage recovery efforts and provide citizens with basic social services.³ These efforts covered a broad spectrum, including: coordinating early recovery needs assessments with relevant government authorities, UN and international partners resulting in the credible identification and prioritization of needs (**Burkina Faso, El Salvador, Indonesia, Namibia, Senegal, and Philippines**); generating livelihoods opportunities including for youth and women's groups, resulting in the creation of jobs or self-employment (**Burundi, Colombia, Democratic Republic of the Congo, Haiti, Indonesia, Kenya, Lebanon, Myanmar, Nepal, occupied Palestinian territory, Samoa, Sierra Leone, Somalia, Sri Lanka, Sudan [Darfur], Uganda and Yemen**); and creating the conditions for the safe return of internally displaced people (**Afghanistan, Central African Republic, Chad, Ethiopia, Maldives, Pakistan, Sri Lanka and Uganda**).

2. The members of the Cluster Working Group on Early Recovery are: ActionAid, the Danish Refugee Council (DRC), the Food and Agriculture Organization of the United Nations (FAO), Groupe urgence réhabilitation développement (Groupe URD), HelpAge International, the Inter-Agency Network for Education in Emergencies (INEE), the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Labour Organization (ILO), the International Organization for Migration (IOM), the International Strategy for Disaster Reduction (ISDR), Mercy Corps, the Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the High Commissioner for Human Rights (OHCHR), the Office of the UN High Commissioner for Refugees (UNHCR), ProAct Network, Shelter Centre, the UN Children's Fund (UNICEF), the UN Development Operations Coordination Office (UNDOCO), the UN Population Fund (UNFPA), the UN Human Settlements Programme (UN-HABITAT), the UN Environment Programme (UNEP), the UN Institute for Training and Research Operational Satellite Applications Programme (UNOSAT), UNDP, the UN Educational, Scientific and Cultural Organization (UNESCO), the UN Volunteers (UNV), the World Food Programme (WFP), the World Health Organization (WHO), the World Meteorological Organization (WMO), the Women's Refugee Commission, and the World Society for the Protection of Animals (WSPA). The following organizations are observers of the Working Group: InterAction, Caritas Internationalis and Terres des Hommes.

3. UNDP plays two major roles to support early recovery efforts at the country level. It plays a central role in the coordination of early recovery efforts, including needs assessments conducted jointly with other UN agencies and international organizations operating in the country. Secondly, based on the findings of the needs assessments, UNDP helps relevant national and local authorities develop and execute programmes to respond to those needs in an effective and timely manner. To support these roles, UNDP deploys experts for quick assistance in crisis situations or where added capacity is needed. These experts are drawn from within UNDP, from other UN agencies, from outside partners and from rosters of external consultants developed for this purpose.

Rapid Response

In 2009 BCPR consolidated its rapid response mechanism for strengthening immediate support to UNDP country offices responding to crisis. Through a two-pronged approach supplying standby UNDP staff and consultants, the Bureau can now facilitate the rapid increase of country office staff capacities and human resources within days of a crisis' beginning. Support is provided through a multitude of position profiles, strengthening both the programmatic and operational side of the response.

In 2009, 34 experts were deployed to support more than 20 UNDP country offices in the immediate aftermath of crisis (Afghanistan, **Angola**, Burkina Faso, Central African Republic, Chad, **Comoros**, **Côte d'Ivoire**, Indonesia, **Kyrgyzstan**, **Madagascar**, Namibia, **Niger**, occupied Palestinian territory, Pakistan, Philippines, Senegal, Sri Lanka, Sudan, **Suriname**, **Tajikistan** and **Timor-Leste**).⁴

UNDP's corporate standard operating procedures for immediate crisis response, created in 2008, were put increasingly to use in 2009.

Major Policy Developments

After the adoption of a corporate UNDP policy on early recovery in 2009 and the establishment of early recovery as part of UNDP's core business, the related policy implementation plan for 2009-2011 is well underway. In five countries—Honduras, Nepal, Sri Lanka, Tajikistan and Uganda—action plans have been developed to establish local-level early recovery programmes, strengthen coordination, and facilitate resource mobilization. The rapid roll-out of early recovery programmes in these five countries has started to fill the gap in terms of livelihoods restoration and a speedy return to normalcy for affected populations. This is especially important in places like northern Uganda, where full recovery is not (yet) underway. In contexts of high disaster risks the action plan resulted in participatory priority setting with communities, such as in the Sughd, Khatlon and Rasht Valley regions of Tajikistan. With the capacities built during this process, the communities were able to initiate 23 micro-projects addressing their recovery needs. The integration of conflict prevention into early recovery activities is also underway in community projects along the border with Kyrgyzstan, aiming to enhance cross-border cooperation. These projects benefit more than 10,000 people in the Isfara and Jabbor Rasulov districts.

The policy is changing the way in which UNDP conducts its business to produce a more rapid and effective response to countries in crisis. The implementation of fast track procedures for crisis countries—one element of the early recovery policy—is significantly reducing response times. Fast track procedures have been applied for the first time in the response to the Haiti earthquake in January 2010. To further ensure the application of the policy across UNDP, an online course and web-based platform hosting all relevant tools and country examples were developed.

Work on bridging the funding gap for early recovery progressed well in 2009. The Development Assistance Committee of the Organization for Economic Co-operation and Development established a task team on financing and aid architecture under its International Network on Conflict and Fragility (INCAF), in which UNDP plays an active

4. Out of the 34 experts, 21 were early recovery experts from the BCPR roster and 13 were UNDP SURGE advisors.

role. The task team is exploring how funding to countries transitioning from violent conflict could become more flexible, rapid and predictable. The resulting framing paper on transition financing will inform changes in donor policies and new procedures will be developed. Work on a risk study is also underway, which will help to make the case for donors taking on more risk in fragile and conflict-affected situations to capitalize on opportunities that arise early on. In parallel, BCPR continues to work on making humanitarian funding more accessible to early recovery. The guidance on “Including Early Recovery Requirements in Flash Appeals: a Phased Approach” has been endorsed by the IASC Consolidated Appeal Process sub-working group and is now routinely disseminated in situations where flash appeals are being developed or revised. The guidance explains the rationale for including early recovery in humanitarian appeals, and provides indicative early recovery activities across all sectors. UNDP, on behalf of the CWGER, has also worked with OCHA to shed light on the potential consequences of under-funded sectors in appeals, of which early recovery is one.

In addition, UNDP plays an important role in the implementation of the *Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict*, which was released in June 2009. A standard package of support for UN Resident Coordinators’ offices to meet critical needs in crisis and post-crisis situations has been defined, and includes early recovery coordination as one of four critical support functions. A high-level steering committee overseeing deployments to support these functions started its work in 2010. (See chapter 6, on partnerships, for more information.)

Partnerships

UNDP leads the Inter-agency Standing Committee (IASC) Cluster Working Group on Early Recovery (CWGER). Established in 2005, the CWGER works to strengthen early recovery capacity on a predictable basis, promoting national and local ownership and engagement, and linking early recovery efforts to longer-term recovery and development planning. Intensified efforts at including early recovery throughout all clusters have led to increased awareness of partners within and outside of the UN system. This has resulted in significantly strengthened inter-agency planning and partnerships that are necessary for system-wide action on the ground. Examples include the Gaza Early Recovery and Reconstruction Plan (see below), and the coherent integration of early recovery across all clusters in the 2010 Humanitarian Response Plan in Pakistan following an initial needs assessment.

To date, as part of the roll-out of the cluster approach, early recovery coordination mechanisms have been established in 34 countries, nine of them in 2009. (Additional deployment capacity was secured through a partnership with the Danish Refugee Council.) These mechanisms have helped to bring international actors together in support of nationally owned early recovery efforts from the onset of crisis, resulting in more rapid, predictable and coordinated responses. UNDP deploys teams of experts to support the inclusion of early recovery in the work of all clusters and to lead the early recovery cluster itself. This cluster addresses the gaps not covered by others, and supports coordination, information management, and needs assessment to establish a solid and credible basis for determining early recovery priorities, and the subsequent development of early recovery frameworks.

The CWGER has integrated early recovery in the methodology of both the post-conflict and post-disaster needs assessments. (See chapter 4, on disasters.) Based on lessons from needs assessment and planning exercises in the occupied Palestinian territory (Gaza) and Pakistan, UNDP, on behalf of the CWGER, developed an early recovery module in the post-conflict needs assessment with the Development Operations and Coordination Office. This module is to ensure a seamless assessment and planning from early recovery to recovery in-country, and to build on existing institutional arrangements that include the European Commission, the UN and the World Bank.

Post-Conflict Early Recovery

Occupied Palestinian Territory (Gaza)

In the wake of the Israeli military operation in Gaza in December 2008 – January 2009, tens of thousands of Palestinians were left homeless, and the territory's physical, economic and institutional infrastructure was severely compromised: Bombardment and ground incursions left 1,440 Palestinians killed, 100,000 people displaced and over 30,000 homes destroyed or damaged. Immediately after the hostilities ceased, 90 percent of Gaza's population was in need of some form of food assistance.

UNDP was designated as the lead agency within the early recovery cluster and network, activated to respond to the crisis. Under the leadership of the cluster, and with the support of the global Cluster Working Group on Early Recovery, the Gaza Early Recovery Rapid Needs Assessment was conducted to map the early recovery needs of the affected population. The assessment provided a basis for decision-making, coordinated planning and programming of early recovery, and its results were used for the Gaza Early Recovery and Reconstruction Plan. Developed by the Palestinian Authority with technical support from the UN, World Bank, European Commission and other partners, the plan included priorities for early recovery and a broad estimate of the scale and scope of the response required.

The plan was launched in Sharm El-Sheikh, Egypt, on 2 March 2009, in a high-profile event that attracted over USD 4 billion of commitments from donors. However, the continued blockade of the Gaza strip has prevented full implementation of the Gaza Early Recovery and Reconstruction Plan and a large part of the funding has therefore not translated into programmes on the ground.

Despite the difficult operational context, UNDP provided immediate early recovery assistance through a rapid support project, funded by USD 2.8 million from BCPR and USD 3 million from the United Arab Emirates, with the goal of enhancing the resilience of Gazans and laying the foundations for recovery. Through this project, an estimated 1,650 people were employed in a cash-for-work model to clean 120 kilometers of streets and beaches, and rehabilitate 60 hectares of neglected farmlands, generating 42,547 and 22,100 working days respectively. In addition, UNDP worked with 53 non-governmental organizations to improve their capacity to provide essential services, such as vocational skills training in fields like accounting, secretarial skills, and management (benefitting about 20,000 beneficiaries); offer home care for the disabled (1,300 beneficiaries); provide psychosocial support (3,500 beneficiaries); and organize recreational events (9,000 beneficiaries).



Sri Lanka

On 19 May 2009, the government of Sri Lanka declared military victory over the rebel Liberation Tigers of Tamil Eelam, formally ending a decades-long armed conflict. In the wake of the war UNDP demonstrated that developing and building on strong partnerships is key to ensuring a fast and well targeted response.

An estimated 300,000 internally displaced persons (IDPs) gathered in camps during the first half of 2009. Many of them lacked basic documentation, making it difficult to access basic services and prove claims to land and assets. UNDP assisted the registrar general to establish a temporary office inside one of the largest camps with capacity to process 50 birth and marriage certificates per day, complemented by additional staffing capacity in Colombo to handle the increased number of document requests. Between July and December the camp office processed close to 10,000 requests, prioritizing those from children who needed identification to sit for national school exams.

UNDP also supported mine action coordination and management. Survey and clearance activities advanced rapidly, and by the end of 2009 a total of 879 square kilometers of land had been released for resettlement. This allowed the pace of returns and resettlements to increase exponentially in the fourth quarter of 2009, with over 150,000 IDPs returning or resettling.

In the Eastern Province, FAO, ILO, WFP, UNHCR and UNDP continued to champion the “delivering as one” approach to support community-based recovery and contribute to the stability of returnees in selected divisions of the East. As the funding conduit, UNDP was in charge of the overall coordination of project implementation while also directly implementing small-scale infrastructure construction such as roads, wells, and community centers (which provided a space for cooperatives and trading groups to come together). The selection of target communities was informed through village profile maps and data generated by UNHCR, while WFP provided six months’ food supply rations until the foundations for agricultural self-reliance and food security for resettled families were laid.

UNDP also launched a new initiative in 2009 to foster partnerships between Sri Lanka's manufacturers and resettled communities. UNDP, with its presence in the field, played a catalytic role, identifying the resettled communities, facilitating meetings with the large consumer companies, securing fair and long-term contracts, and supporting training as well as supply of equipment to improve production. Through this project 450 farming and fishing families in the North and the East have secured income for the next two to three years.

Post-Disaster Early Recovery

Bangladesh

On 25 May 2009, Cyclone Aila hit southern Bangladesh, resulting in widespread tidal flooding and the destruction of large parts of the region's protective embankment network. Economic losses were estimated at USD 106 million and more than 29,000 families were affected in Satkhira, the district that had also suffered the most from Cyclone Sidr in 2007. Many of the affected were still recovering from the impact of the earlier disaster. The government of Bangladesh provided emergency relief and planned for the reconstruction of the damaged embankment network, but many of the most vulnerable families have been unable to return to their homes, which remain submerged.

With funding from BCPR, a livelihoods-focused early recovery programme was developed, covering all villages in the worst affected part of Satkhira. The programme included a cash-for-work component that built upon self-recovery efforts of affected families. This resulted in the creation of an estimated 37,400 work days devoted to road repair and ground elevation. The programme also included support for the restoration of essential community infrastructure; support to local small enterprises through working capital grants for carpentry tools, sewing machines and tea stall equipment; and assistance for home-based income generating activities, such as vegetable cultivation, crab fattening, handicrafts, poultry rearing and fish drying. This effort benefited over 4,000 families.

Samoa

An 8.3 magnitude earthquake generated a tsunami that struck the southern coastal areas of Samoa in the early morning of 29 September 2009. An estimated 150 people died and more than 5,000 were affected by the wave. UNDP responded with a comprehensive early recovery plan that includes as outputs the rehabilitation of livelihoods, including through green enterprises; long-term training and skills transfer among the affected population; improved disaster risk reduction techniques; and increased local government preparedness for disaster response. To date, over 2,000 people have benefitted from UNDP's livelihoods support. In addition, the government of Samoa adopted the early recovery approach to deliver basic services to tsunami-affected Samoans.



FACES OF HOPE

Aye

Beneficiary of the UNDP disaster recovery programme in Myanmar.

Aye Aye Naing, 32, is from Chaung Wa Kone village. Before Cyclone Nargis, Aye Aye Naing's family relied primarily on the income of her husband, who is an electrician. But as soon as the cyclone hit, the family had to start from nothing. "My family received 85,000 kyat provided by UNDP for livelihoods activities in December [2008]," Aye Aye Naing explained. "I used the grant to buy a handcart and ten small buckets, each of which can store ten gallons. I started to collect water from the village pond to sell." Soon, Aye Aye Naing had high demands from clients, even though there were already 15 water vendors in Chaung Wa Kone servicing 1,470 villagers.

"I have a strong demand from NGOs and other more wealthy people in my village," she said. "[So], I usually get around 20 orders in one day, earning about 500 kyat for 100 gallons each time. I am more and more willing to expand my business. First, I want to buy a motorbike for my husband so he can run a cycle taxi. Then I will consider trading dry prawns to Yangon."



"I used the grant to buy a handcart and ten small buckets, each of which can store ten gallons. I started to collect water from the village pond to sell."



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4

ACHIEVEMENTS IN DISASTER RISK REDUCTION AND RECOVERY

When streets are submerged under waves, obstructed by collapsed homes, or emptied of food merchants left stockless due to drought, hard-won development gains are stalled and even reversed. The increasing frequency and scale of natural disasters over the past decade continue to negatively impact human development. The impact is compounded because disasters often result in increased vulnerability due to loss of livelihoods or the destruction of economic assets and vital infrastructure. Such economic losses from natural disasters were estimated at USD 75.5 billion in the 1960s and USD 659.9 billion in the 1990s. Economic losses during the first decade of the 21st century grew to an estimated USD 960 billion. The nearly 4,000 recorded disasters that happened from 2000 to 2009 killed more than 780,000 people and affected more than two billion, according to the Centre for Research on Epidemiology of Disasters (CRED). In 2009, floods, storms, and earthquakes remained the deadliest hazards, while floods and storms continued to impact the greatest number of people.

As the intensity of natural disasters increases, UNDP's efforts in disaster risk reduction (DRR) aim at safeguarding development gains. Overall strategic guidance to UNDP's work in the area of disaster risk management is provided by the Hyogo Framework for Action, which was adopted by 168 governments present at the 2005 World Conference on Disaster Reduction in Kobe, Japan.⁵ UNDP contributes to implementation of the Hyogo Framework through its support to the International Strategy for Disaster Reduction (ISDR) system, which has overall responsibility for coordination and information sharing.

Country Support

In 2009, UNDP provided technical support to over 40 high-risk countries. This included technical advisory services for programme formulation, resource mobilization for DRR programmes, support to regional communities of practice, and the development of programming guidelines that support the establishment of DRR as a national priority.

UNDP has a global network of regional and national disaster risk experts who help develop country-specific disaster risk reduction programmes. Full-time national disaster reduction advisors (NDRAs) are currently working in ten countries: **Armenia, Barbados, Ecuador, Georgia, Guatemala, Indonesia, Madagascar, Malawi, Mozambique** and **Papua New Guinea**. In order to increase risk reduction activities in Africa, UNDP and the World Bank are jointly recruiting additional NDRAs in Ethiopia, Ghana, Mali, and Mozambique. UNDP has also placed full-time senior regional disaster reduction advisors in each of the four global regions to roll out UNDP's programmes, promote information exchange between countries through communities of practice, and offer technical advice.

In 2009, this investment in additional human resources led to the formulation of and successful resource mobilization for over a dozen new comprehensive DRR programmes, and the allocation of emergency funding for response coordination after major disasters. Countries supported in 2009 for programme development include **Colombia, Costa Rica, Cuba, Ecuador, Ethiopia, Guyana, Kyrgyzstan, Lebanon, Myanmar, Pakistan, Peru, Sudan (South), and Syria**.

5. The five priority areas are: 1. Ensuring that disaster risk reduction is a national and local priority with a strong institutional basis for implementation; 2. Identifying, assessing and monitoring disaster risks and enhancing early warning; 3. Using knowledge, innovation and education to build a culture of safety and resilience; 4. Reducing underlying risk factors; and 5. Strengthening disaster preparedness for effective response.

UNDP's engagement at the country level can be classified in two categories. The first category refers to countries where UNDP is working with the government to establish disaster reduction as a national priority and strengthen basic institutional structures for disaster preparedness. In these countries, UNDP has supported governments to devise a solid institutional and legal basis for disaster risk reduction and strengthened key government institutions. The second category of countries with which UNDP works have already established disaster risk reduction mechanisms; UNDP helps them further these efforts by working to incorporate disaster risk reduction into key development sectors and at all administrative levels.

Establishing Disaster Risk Management as a Priority

Namibia

For small-scale farmers in the Omusati region of Namibia, local climate change adaptation (CCA) is not an abstract concept but a way of life. Having adapted for many years to harsh climatic conditions, the people of Omusati saw it as a necessity to improve their own understanding of climate change, and to develop fitting information materials that are suitable to the farmers and also speak directly to local environmental conditions. In 2005, they partnered with the UNDP office in Namibia and sought support from the Global Environment Facility to pilot innovative ways of developing local CCA strategies. Many of these strategies are now being implemented.

Namibia faces serious climate change impacts—higher temperatures, drier conditions, and increasingly frequent and extreme weather events such as floods and droughts. Already in the northern parts of Namibia rainy seasons are following unexpected patterns, with onset of the planting and growing seasons changing. Increased floods and droughts will further challenge livestock and crop productivity, negatively impacting livelihoods of poor, small-scale farmers. Climatic conditions are highly variable, and the uncertainty already inherent to Namibia's climate is expected to become more pronounced and difficult to manage. Over the past two years northern Namibia has been challenged by the most severe flood events recorded in more than four decades. Ecosystems and human management systems have naturally adapted to the highly variable climatic conditions, but climate change impacts such as the 2008-2009 flash floods are exceptional and hard to manage.

Recognizing that climate change is a global problem requiring local action, the first activity chosen by the Omusati communities was the development of an information toolkit for the people of the region. (The region has a population of more than 200,000 and an estimated 60 percent of the households are headed by women.) The toolkit, locally known as "Natse otweya," details what climate change is; what strategies exist; what options are available; and how to develop, plan, and invest in local CCA strategies and actions. With the toolkit, the farmers, both women and men, are empowered to explain and share information on climate change with their children, peers and other communities. The toolkit is helping local agricultural extension workers to keep the climate change focus on local environmental conditions.

Small-scale farmers now participate in climate change preparedness workshops and utilize the toolkit to develop adaptation options relevant to their area: planting crop varieties that are well-adapted to more extreme conditions; shifting from livestock to

wildlife-based production systems via the local conservancies; adapting the crop choices from season to season and adjusting seeding materials and planting times to those of projected weather patterns. Another strategy relates to identifying key infrastructure and development investments that require “climate change-proofing”; these can be roads, dams, or buildings.

The toolkit complements existing—though sometimes inadequate—early warning systems. Information is an important tool in the context of climate change, where there is high uncertainty. UNDP efforts in Namibia are helping to tackle the problem of limited access to information materials at local level, where it matters most.

Tajikistan

Tajikistan is subject to a variety of natural hazards, including floods, harsh weather, mudflows, landslides, epidemics, drought, earthquakes, avalanches, and wind storms. From 2000 to 2007 disasters caused more than USD 280 million in damage, and mainly affected rural populations. The situation in Tajikistan demonstrates the need for strong coordination and integration of disaster preparedness as well as appropriate funding for regional and local governments. UNDP assists the government to clarify roles and responsibilities of national counterparts at various administrative levels in preparedness, prevention and mitigation, and is working with stakeholders to pass legislation to improve the country’s disaster risk reduction profile.

Both the National Disaster Risk Management Strategy and the National Disaster Preparedness and Response Plan have been developed through an intensive, two-year consultation process with key ministries, specialized state agencies and partners in the Rapid Emergency Assessment and Coordination Team (REACT). REACT involves over 50 state, local and international organizations and entities, and meets regularly to coordinate emergency response and share experiences on issues related to various areas of disaster management. Throughout 2009, and following medium- or large-scale disasters, UNDP developed and regularly updated information on damages and needs, and maintained a database on assistance and available resources.

UNDP also conducted training in damage and needs assessment for members of regional REACT groups in Sughd, Zeravshan Valley and Kulob. An “on-the-job” training on disaster monitoring, relief coordination, and damage and needs assessment was provided in the wake of the devastating mudflows in Khuroson district in April and May 2009.

UNDP has been particularly active in helping Tajikistan chart seismic risks. A group of 39 experts has been established to prepare an inventory of 256 of the capital Dushanbe’s public buildings, including schools and hospitals. The inventory of the buildings is ongoing, using special questionnaires to assess building conditions. Information is added to a database of 2,200 residential buildings assessed during the first phase of the project. Based on the results of inventory, a specialized application for earthquake hazard assessment, called “Quake Dushanbe,” generates different earthquake scenarios for the city. The Quake Dushanbe model estimates the potential damages, medical needs, search and rescue and machinery requirements, life support data, food aid scenarios and other important information needed in the event of an emergency. Once the inventory of selected public buildings is completed, recommendations for mitigation will be presented to the government.

Bolstering Existing Disaster Risk Management Capacities

Pakistan

Since 2005, UNDP has worked with the government of Pakistan to establish and expand a national disaster risk management system in the form of the National Disaster Management Authority. UNDP assists the government in implementing priorities identified in the National Disaster Risk Management Framework to establish appropriate institutions and structures at national, provincial and local levels.

The investments resulted in a number of important achievements in 2009. The operationalization of local disaster management authorities has been initiated in 45 districts of Pakistan, and risk management plans and manuals have been prepared in six districts: Badin, Thatta, Kaich, Quetta, Gwadar and Sialkot. The National Institute of Disaster Management has enhanced the capacity (through trainings and drills) of over 3,000 government officers (including 700 women), members of civil society and students, thereby improving disaster risk reduction in 47 districts. Manuals have been developed in English and Urdu for community-based flood and cyclone mitigation in Badin, Thatta and Sialkot. In addition, a study on indigenous coping mechanisms for drought was conducted and the result incorporated into training materials. Inclusion of DRR has been strengthened through the involvement of the Ministries of Planning, Housing and Works, Industries and Production, Defense, Water, and Power. In 2010 UNDP is also supporting the government in conducting a national risk assessment including analysis on climate change related risks.



Mozambique

Exposure to hydro-meteorological hazards and renders Mozambique vulnerable to destruction from recurrent floods, cyclones, and droughts. UNDP seized the window of opportunity following the devastation of major floods in 2000 to support the development and implementation of a comprehensive approach to disaster risk reduction in Mozambique. UNDP's assistance included support to the establishment of the National Institute for Disaster Management (INGC) to coordinate disaster preparedness and response. UNDP also allocated experts to INGC to build its capacity—and that of other national institutions—to reduce Mozambique's vulnerability to disaster. Comparison of 2000 and 2007 floods shows how valuable UNDP's contribution has been. In 2000, record high precipitation and two cyclones resulted in unprecedented floods which left 800 dead and half a million homeless, and disrupted the livelihoods of over a million Mozambicans. That extensive destruction stands in stark contrast to much milder impacts after storms and flooding in 2007, when 29 people lost their lives and about 70,000 people were displaced. Mozambique has since become a regional leader in disaster preparedness, generating and sharing best practices on disaster risk reduction with peers in the global South.

UNDP continued its support for DRR in 2009. For instance, it helped the government to issue national policies for humanitarian response, DRR and risk reduction. UNDP has also called for the development of a national disaster management act in parliament, which was included as a priority in the INGC action plan for 2009-2010. UNDP provided technical assistance to central, provincial and district institutions on contingency planning and simulation exercises on emergency preparedness and response. UNDP also commissioned a study on flood early warning systems in the Licungo River basin, a particularly risk-prone area of the country, and coordinated awareness raising for district administrators in that locality.



Armenia

Climate change is already a reality in Armenia, where significant aridization has taken place over the past decades. The present average annual temperature has climbed by 0.7 percent since the period 1960-1990, and atmospheric precipitation has fallen by around six percent. Climate change scenarios indicate that exposure to severe weather events will only continue to increase. Situated in the southwestern part of Armenia, the Ararat region is the country's most productive agricultural area but also the most disaster-prone. During the past few decades there has been a higher frequency of climatic hazards such as droughts, frosts, hail, snowstorms and strong winds. The most severe droughts in Armenia occur in this region, with aridity reaching around 93 percent. The State Hydrometeorological Service predicts that by 2100 the Ararat Valley may become a desert ecosystem, with severe economic impact on the population.

In 2009 UNDP concluded a two-year project in the Ararat region. This initiative was instrumental in raising national awareness of the importance of disaster preparedness and risk reduction among decision-makers, and promoting a culture of prevention. The main outputs of the project were increased capacities at local level to manage disaster risk reduction; implementation of small-scale disaster mitigation projects; and improved public awareness of the capacities of the Armenian Rescue Services.

As part of the first component of the project, trainings on disaster risk reduction were planned for the local authorities of the most vulnerable communities of the Ararat region. To ensure sustainability of training, UNDP organized training-of-trainers in cooperation with the Crisis Management State Academy. As a result of these trainings a manual was developed and is being used by the Department of Education of Ararat Regional Administration for trainings in all of Ararat's 117 schools, where disaster prevention and preparedness will become compulsory extra-curricular studies.

Also as a result of the trainings, an inter-community coordination board with representatives from five communities was formed, and is now coordinated by the Rescue Service Department of Vedi city. This has become a well established forum, with monthly meetings and discussions on local disaster risk reduction issues.

Prior to the implementation of the project, community budgets allocated no funds for disaster risk reduction and prevention. UNDP therefore undertook the implementation of small-scale disaster mitigation projects with at-risk communities, contributing financial, human and/or technical resources. Following these preventive measures, starting in 2010, all 95 communities in the Ararat region have planned for disaster risk reduction in their local budgets.

Films and social ads developed by the public information staff of the Armenian Rescue Service to raise public awareness about disaster risk reduction are being broadcast by two national channels and also by local channels in all regions of Armenia.

Priority Areas

Climate Risk Management

Management of the link between climate change adaptation and disaster risk reduction is an emerging area for UNDP's assistance to partner countries. Climate change influences the frequency, magnitude, timing, location and duration of damaging climatic events, which can have devastating impacts on development. In collaboration with the Bureau for Development Policy's Energy and Environment Group, BCPR seeks to mitigate such impact. One result of this effort is the jointly developed UNDP Climate Risk Management Technical Assistance Support project.

The project seeks to advance development while taking the impact of climate change into account, in areas such as agriculture, water management, food security and health. Project activities range from preparedness and disaster mitigation to broader adaptive measures. The project follows a specific approach that includes climate analysis, identification of climate-related risks and impacts, policy design and strengthening of national institutions addressing disaster risk reduction and climate change mitigation.

Phase I of the project was implemented in 2009 with the Asian Disaster Preparedness Center (ADPC) in four countries: Armenia, Ecuador, Indonesia and Mozambique. Phase II of the project began in February 2010 and targets an additional 22 countries in partnership with the ADPC and the International Institute for Sustainable Development.



Urban Risk Management

With the world's urban population now exceeding its rural population, reducing urban risk is another increasingly important priority in disaster reduction. In Jordan, for instance, earthquakes have the potential to cause significant damage in the capital city of Amman. UNDP has therefore assisted in the formulation of a capacity development programme leading to the approval of the Disaster Risk Management Master Plan for Greater Amman Municipality, which was officially launched in March 2009. This approach was replicated in the Aqaba municipality, which is also prone to earthquakes. The government of Jordan has embarked on an Aqaba Economic Zone Development Plan through the Aqaba Special Economic Zone Authority (ASEZA). UNDP is working with ASEZA to integrate seismic risk reduction considerations into infrastructure development. Through its advocacy the project has been able to raise awareness and achieve commitment from ASEZA to develop a municipal risk reduction plan for Aqaba, once the earthquake risk assessment initiated in 2009 is completed. In this initiative UNDP follows the key principles of risk assessment: (i) use local expertise to ensure ownership; (ii) determine correct level of risk assessments; (iii) communicate risk; and (iv) focus on decision-making.

Gender Equality and Disaster Risk Reduction

Because women are often more affected by disasters than men, addressing their particular vulnerabilities and building on their strengths and knowledge is a key priority for UNDP. In 2009, UNDP partnered with the United Nations International Strategy for Disaster Reduction and the International Union for the Conservation of Nature to launch a landmark publication called Making Disaster Risk Reduction Gender-Sensitive: Policy and Practical Guidelines at the June 2009 meeting of the Global Platform for Disaster Risk Reduction. (For more details, see Chapter 5, on gender programming.)

Global Partnerships And Initiatives

The Global Risk Identification Programme

Through its Global Risk Identification Programme (GRIP), UNDP supports national partners in high-risk countries to identify and map the factors that cause disasters. To assist high-risk countries, GRIP has developed a package of services that offer risk reduction options. This service package includes methods for national and local risk assessments that help better understand risk patterns over time. In 2009, GRIP worked with the Belgium-based Centre for Research in Epidemiology of Disasters (CRED) on the development of the Disaster Data Portal, which is a single point of access to global disaster databases. Under the umbrella of the Inter-agency Standing Committee's emergency shelter cluster, GRIP collaborated with UN Habitat and the International Federation of the Red Cross on the development of a shelter planning methodology for local governments based on pilot projects in three cities: Tijuana, Mexico; Kathmandu, Nepal; and Maputo, Mozambique. GRIP also partnered with CRED, Munich Re, La Red, and the Asian Disaster Preparedness Center on developing disaster data standards and quality control mechanisms for global collection and exchange of disaster information. In June 2009, GRIP produced the Global Risk Update, which is a biannual global update of disaster risks, including geographic analyses and country benchmarks.

The Global Platform for Disaster Risk Reduction

The 2009 Global Platform for DRR, “Invest Today for a Safer Tomorrow,” took place in Geneva in June. It was the foremost gathering of the world’s risk reduction community, setting the disaster reduction agenda for the coming years and beyond – with 2009’s event particularly pivotal in the run-up to “sealing the deal” at the Copenhagen Climate Change Conference in December 2009. Through plenary discussions and side events, UNDP contributed to the debates on the issues of ecosystem management, risk identification and assessment, and capacity development for risk reduction and disaster recovery.

United Nations Development Group

In 2009, the UN Development Group approved a guidance note on integrating DRR into national development frameworks. This document, co-authored by UNDP, facilitates the integration of a risk perspective in United Nations Development Assistance Frameworks (UNDAFs). To ensure that upcoming UNDAFs follow the guidance, global training was organized with support from UNDP, ISDR, the UN Development Operations Coordination Office (DOCO), and the UN System Staff College. UNDP also coordinated training in Uganda (resulting in a DRR-sensitive monitoring and evaluation plan for the UNDAF); Colombia (resulting in a climate risk screening of the UNDAF results areas); and Indonesia (resulting in the inclusion of DRR as one of the UNDAF priorities).

Cooperation with the World Bank and the European Commission

Collaboration between UNDP, the World Bank and the European Commission continued in 2009 with respect to joint post-disaster needs assessments (PDNAs). A PDNA encompasses two perspectives: (i) the evaluation of physical damages and economic losses, and, (ii) the identification of impacts on affected people and assessment of those peoples’ recovery needs. These perspectives are integrated into a single assessment process to support the identification and selection of response options for early- to long-term recovery.

Whereas three joint PDNAs were conducted in 2008 (Haiti, Madagascar and Myanmar), seven PDNAs were jointly conducted in 2009: Burkina Faso, Cambodia, El Salvador, Indonesia, Namibia, Philippines, and Senegal.

In addition to formal PDNA exercises, the three organizations collaborated on other post-disaster assessments in Bhutan, Samoa and Tonga. All of these exercises were undertaken in support of government capacities for recovery planning and implementation, including the development of recovery frameworks to guide the prioritization of recovery investments within and across sectors/ministries.



FACES OF HOPE

Sa'adah

Beneficiary of a UNDP-supported livelihood programme in the occupied Palestinian territory.

Sa'adah is a single mother of four who lives in a refugee camp in Jenin, in the West Bank. In addition to her children, Sa'adah, age 53, supports seven other family members, and pays university tuition for five of her household. Making ends meet for so many people is a challenge, exacerbated by the current restrictions facing Palestinians. Prior to assistance from UNDP, Sa'adah's monthly household income was equivalent to just USD 135—far below the threshold required to escape grinding poverty. This money came as a cash grant from the Palestinian Ministry of Social Affairs.

With the help of UNDP, which connects the working poor with local NGOs and microfinance lenders, Sa'adah has been able to establish a grocery and subsequently end her dependency on government assistance. After covering her business' and family's costs, she now saves an average of USD 186 each month—a sum greater than the total amount of assistance she had received from the government. Sa'adah has caught the entrepreneurial spirit and recently expanded her business to include the rental of cooking stoves to her neighbors. "This has been a great learning experience," she said. "I can now pay for the university tuitions of my three sons and two daughters-in-law."



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"This has been a great learning experience. I can now pay for the university tuitions of my three sons and two daughters-in-law."



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5

ACHIEVEMENTS IN GENDER EQUALITY IN CRISIS PREVENTION AND RECOVERY

Women and girls are impacted uniquely and disproportionately by crisis. They often suffer heightened levels of sexual violence, political disenfranchisement, physical insecurity, and economic inequality in the midst and wake of crisis. Legal frameworks in many crisis settings remain unfavorable towards the most vulnerable, including women, and this inequality is compounded by women's limited access to justice. Furthermore, women are marginalized in decision-making processes concerning peacemaking and recovery efforts. For this reason, UNDP made a renewed commitment in 2008 to protecting and empowering women and girls in crisis, and 2009 saw the significant advancement of the agency's efforts in that regard.

The Bureau for Crisis Prevention and Recovery is leading the implementation of UNDP's Eight Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery (abbreviated as 8PA). And UN Security Council Resolutions 1888 and 1889, passed in 2009 to strengthen UN commitments to eradicating sexual violence in conflict, have given further support to UNDP's gender initiatives.

BCPR continues to use a strategic and targeted approach to support UNDP country offices in CPR settings.

- BCPR developed a gender-specific bureau priority in 2009 to specifically address gender-based violence (GBV) in five target countries (Democratic Republic of Congo, Haiti, Papua New Guinea, Sierra Leone and Sudan) by strengthening women's security and access to justice.
- BCPR promotes strategic engagement with priority countries, such as Papua New Guinea and Sudan, through strategic partnership frameworks (SPFs), in which gender is an important component.⁶
- BCPR continues to allocate at least 15 percent of total project support budget to gender-related activities.
- To strengthen gender specific programming interventions, BCPR has increased the capacity of 10 country offices through the deployment of senior gender and CPR advisors to Burundi, Iraq, Kosovo, Liberia, Nepal, Papua New Guinea, Sierra Leone, Sudan (South), and Timor-Leste. (Recruitment for the Haiti country office is underway as of the publication of this report.)
- BCPR is expanding the number of gender/CPR experts in the roster system who are immediately deployable to crisis/post-crisis settings to boost the gender capacity of country offices.

In 2009, the implementation of the 8PA through BCPR-supported projects progressed, building on 2008 achievements. However, assessing gender equality development results for 2009 at the country level remains a challenge due to the cross-cutting nature of gender-related interventions in CPR settings and limited monitoring and evaluation capacities on the ground. Measures are currently being taken to improve the overall quality of the monitoring and evaluation system and to further strengthen the Bureau's gender work. This should improve measurement of progress of gender results at the country level.

The following 2009 achievements are illustrative of BCPR's implementation of each of the eight points of the agenda:

6. BCPR currently has SPFs with Colombia, Democratic Republic of Congo, Nepal, the Programme of Assistance to the Palestinian People, Papua New Guinea, Somalia, Sri Lanka and Sudan. SPFs are currently being finalized with Haiti, Uganda, Sierra Leone and Tajikistan.

POINT 1

Strengthen women's security in crisis: Stop violence against women

In **Sudan**, a reintegration project in Blue Nile state supported more than 600 women associated with armed forces and groups, and is an important part of Sudan's DDR programme. This project promotes women's empowerment by providing socioeconomic reintegration; one-to-one counseling and referral services to guide women in their future choices; and psychological support and group counseling for women who have suffered from gender-based violence.

In **Sierra Leone**, UNDP promoted awareness of gender laws as well as gender-based violence (GBV) among traditional chiefs in the regional hubs of Bo and Makeni. Its priority was to ensure that the GBV-related components of the country's Gender Acts are contextualized within traditional law and culture. The project also produced radio spots, dramas, and legal education material on community-based prevention of GBV. Furthermore, legal orientation training was provided to women's organizations to ensure that women are aware of how to access basic legal services.

POINT 2

Advance gender justice: Provide justice and security for women

In **Sri Lanka**, UNDP has established an important partnership with the Ministry of Justice. The project supports a cabinet committee to explore reforms of existing laws applicable to Muslims, especially focusing on those laws that do not provide equal status to women. The project also provides access to mobile documentation services to women affected by crisis, including those who have lost property and legal papers and identification. So far, the project has provided civic documents to more than 4,500 women.

In **Somalia**, the UNDP-supported Sexual Assault Referral Centre (SARC) in Hargeisa now operates as a "one-stop" location where victims of GBV receive medical care and counseling; report assault to the police for investigation; and access free legal advice and representation. In 2009, SARC handled 62 cases of sexual violence. (Of the victims, 53 were female and 9 were male.) The project is also promoting public awareness of women's access to justice and women's rights under Islam through radio messages and the production of newspapers in English and Somali. These efforts have boosted the confidence of traditional and religious groups to discuss sexual violence, a subject that has been traditionally taboo.

POINT 3

Expand women's citizenship, participation and leadership: Advance women as decision-makers

In **Nepal**, UNDP worked with the Center for Constitutional Dialogue to support women Constituent Assembly (CA) members to organize the first CA Women's Caucus, which intensively discussed gender issues for the new constitution. As part of the public outreach effort, UNDP also supported civil society organizations in organizing dialogue meetings in which more than 41,000 women participated, many presenting their views and concerns about the new constitution.

POINT 4

Build peace with and for women: Involve women in all peace processes

In **Lebanon**, UNDP strengthened the conflict resolution skills of more than 500 teachers, university students, journalists and local officials. UNDP also created networking mechanisms to nurture a sense of solidarity within and among groups. As a result, women from various social and age groups are now able to serve as respected peace advocates in their communities and actively participate in peacebuilding initiatives.

In **Kenya**, in the Isiolo, Marsabit, Moyale, Mandera, Wajir and Garissa districts, UNDP established peace fora for women where they are able to complement efforts of the district peace committees in prevention and management of violent conflicts in their communities. Their efforts have already been credited with obviating conflict in Gherille, Wajir district, where different groups must share water resources. Women and youth groups have also received training on practical business skills to manage micro-business grants.



POINT 5

Promote gender equality in disaster risk reduction: Support men and women to build back better

In **Macedonia**, where earthquakes and flooding pose serious risks, UNDP seeks to increase the gender-responsiveness of institutions responsible for disaster risk reduction in the country. The Crisis Management Centre, the national institution responsible for emergency planning and response, is working on a gender-responsive national contingency plan with support from the Macedonian Red Cross and UNDP.

In 2009 BCPR-supported disaster risk reduction programmes systematically included gender. Examples include:

- Gender-sensitive risk assessments in **Armenia, Ecuador, Honduras, India, Kyrgyzstan, and Pakistan**
- Inclusion of gender in national DRR policies in **Armenia, Belize, Indonesia, Lao PDR, Lebanon, Lesotho, Malawi, Myanmar and Syria**
- Gender-sensitive early warning and public awareness campaigns in **Belize, Guyana, Haiti, Lebanon and Pakistan**
- Special emphasis on vulnerable groups such as female-headed households and widowers in post-disaster recovery efforts in **China, Ecuador, Haiti, India, Myanmar and Peru**
- Training for women to encourage them to participate in local level disaster management committees in **Belize, Haiti, Kyrgyzstan and Syria**

POINT 6

Ensure gender-responsive recovery: Promote women as leaders of recovery

In **Congo**, UNDP supports economic empowerment of women associated with or affected by the armed conflict. In 2009, UNDP funded a community radio programme that sensitized 50,000 women to gender issues. UNDP also supported income-generating activities, such as agro-pastoralist farming and soap-making, and offered access to microcredit. Thus far 500 women have become self-reliant as a result of these activities.

In the **occupied Palestinian territory** (Gaza), UNDP has focused on restoring livelihoods and basic social services, with a particular focus on women and girls:

- psychosocial support provided to 1,200 people (80 percent of whom are female)
- supplementary classes took place reaching more than 1,000 pupils, half of whom are girls
- gender awareness and training in advocacy, human rights, civic education offered to 900 young women
- on-the-job training for 120 graduates and temporary employment for 85 graduates (60 percent of beneficiaries were female)

POINT 7

Transform government to deliver for women: Include women's issues on the national agenda

In **Somalia**, UNDP worked with the Ministry of Women's Development and Family Affairs to implement the presidential decree establishing a 20-30 percent quota for women representation in district councils. The Galkayo District Council, established in August 2009, is comprised of 31 members, six of whom are women. This improved ratio resulted from the efforts of women's groups responsible for the selection of the female members. Selections were made based on capabilities rather than clan affiliation—a positive step.

Projects that promote the re-establishment of local government capacity to meet the specific needs of vulnerable groups in recovery settings, including returning IDP women and children, have been recently developed in Ethiopia, **Pakistan** and Sri Lanka. Similar initiatives are ongoing in the **Central African Republic** and Sudan.

POINT 8

Develop capacities for social change: Work together to transform society

Since Cyclone Nargis struck Myanmar in 2008, UNDP has worked to re-form the self-reliance groups it had sponsored prior to the cyclone. These village-based bodies are comprised of women from landless and near-landless families and the poorest and most vulnerable households. They are organized around common affinities and interests with respect to livelihoods development and income generation. UNDP also addresses gender-based violence, HIV/AIDS, and human trafficking issues through training of community members and sensitization activities, such as theater, that target the entire community.

In **Bolivia**, UNDP has supported grassroots organizations formed by local indigenous and rural women to influence national decision making, and to see that their issues, such as lack of property rights and land ownership, are adequately addressed at the national level. UNDP has also facilitated women's training in information and communications technologies to facilitate networking among local women's organizations throughout the country.

In **El Salvador**, UNDP conducted a study to examine the impact of violence on women in six municipalities in Colon and Sacacoyo. An average of 40 women per municipality participated in the study and contributed to raising awareness of gender-based violence among community members in each town.



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Inter-agency Collaboration

In 2009, in close collaboration with the Bureau of Development Policy gender team, BCPR continued to play a leading role in shaping the UN system's work in the area of gender and crisis prevention and recovery. The following inter-agency initiatives were carried out in 2009:

UNDP was designated as a leader of UN-wide efforts to implement rule of law and security efforts under UN Security Council Resolution 1888, which calls for a much stronger and quicker response from the UN to sexual violence in conflict—in particular to strengthen protection and reduce impunity. UNDP is currently preparing, in coordination with the UN Action Against Sexual Violence in Conflict, a donor proposal to fund the management of the team of experts prescribed by Resolution 1888 and to scale up programming investments.

In collaboration with UNIFEM, DPKO and DPA—under the UN Action umbrella—UNDP held a high-level colloquium on peace processes and sexual violence in June 2009, which aimed at developing guidance for mediators to ensure that sexual violence is addressed at every stage of a peace process. The work from this colloquium was reflected in the language of Resolution 1888.

In collaboration with the members of the UN Action against Sexual Violence in Conflict, including UNIFEM, OCHA, DPKO, UNFPA and UNICEF, UNDP actively contributed to the finalization of the Secretary-General's reports on UN Security Council Resolutions on 1325 and 1820. In particular, UNDP emphasized inclusion of the following points: 1) the importance of a comprehensive approach to sexual

violence from a prevention and response angle; and 2) the importance of addressing sexual violence before, during and after conflict while taking into account humanitarian, recovery and long-term development perspectives.

UNDP participated in the joint activities of the IASC Protection Cluster Gender-Based Violence Working Group, such as monitoring the Great Lakes Protocol (the Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region); reporting on Security Council Resolution 1820; and contributing substantively to the justice aspects of joint GBV response at the country level.

UNDP and UNIFEM developed joint programmes in Colombia, Nepal and Uganda to strengthen transitional justice, women's security and access to justice; invest in long-term justice system reform; and promote women's representation in justice and security institutions. Furthermore, following the gender justice conference for Africa held in 2008 in Accra, Ghana, UNDP worked with UNIFEM to further the agenda of Partners for Gender Justice by supporting a set of pilot participatory gender justice surveys.

Through the Cluster Working Group on Early Recovery (CWGER), UNDP and UNFPA assisted Bangladesh, Kenya, Nepal and Uganda in developing gender profiles. This effort seeks to address gender concerns and gaps in early recovery and beyond, and to assist in the production and dissemination of timely information for programme planning and implementation. UNDP was also involved in inter-agency efforts targeting internally displaced persons (IDPs) taking into consideration the specific needs of women and children.

Through the sub-working group of the Inter-agency Working Group on DDR (IAWG) on Gender and HIV, UNDP has provided programme support to Côte d'Ivoire, Indonesia (Aceh) and Sudan country offices to ensure that UNDP-supported DDR programmes in these countries benefit women, men, boys and girls equally.





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6

INSTITUTIONAL PARTNERSHIPS

The magnitude of the challenges in crisis countries requires strong partnerships within and outside the UN. Closer collaboration with institutions such as the World Bank and the European Commission is also essential.

The recommendations of the 2009 *Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict* have framed BCPR's effort to enhance, expand and streamline its institutional partnerships. The report outlines how the UN and the international community might better support national efforts to secure sustainable peace rapidly and effectively, including in the areas of coordination, civilian deployment capabilities, and financing. BCPR has made progress on the recommendations of the report through closer collaboration with the UN Peacebuilding Support Office; more coordinated peacekeeping and development programmes with the Department of Peacekeeping Operations; increased conflict prevention capacity in countries without peacekeeping missions with the Department of Political Affairs; and support to a Development Operations Coordination Office-led effort to deploy predictable capacity to resident coordinators' offices in post-conflict countries.

In 2010 BCPR will continue to contribute to the implementation of the Secretary-General's recommendations through focused support for:

- more rapid and flexible financing for peacebuilding
- the strengthening of response capacities to bolster public administration and economic recovery and employment
- the UN-wide review of deployable civilian capacity
- more systematic support for national capacity-building across the UN system

UNDP and the Peacebuilding Architecture

BCPR coordinates and leads UNDP's overall contribution to the UN peacebuilding architecture, which includes the Peacebuilding Commission (PBC), the Peacebuilding Fund (PBF) and the Peacebuilding Support Office (PBSO). This system was established in 2005 to promote a more coherent UN response to post-conflict situations and to prevent relapses into conflict, and as a basis for long-term sustainable peace and development. PBC focuses on four post-conflict countries: Burundi, the Central African Republic, Guinea-Bissau and Sierra Leone. In contrast, PBF has a broader scope and provides financial allocations to a growing list of countries, representing an increasingly important funding source for UNDP programming in post-conflict environments. In 2009, PBF made allocations of close to USD 20 million to UNDP-executed projects in diverse areas, including strengthening justice and security sector service delivery and reform; governance; human rights; and strengthening state capacity for the consolidation of peace. BCPR's cooperation with PBSO on implementation of PBF projects was also furthered in 2009 through targeted technical support in the Central African Republic, Comoros, Guinea, and Liberia, and through a new business process to ensure internal coordination, information sharing and implementation support.

Coordinating and linking development programming and peacekeeping is crucial to sustainable peace and recovery. Over the course of 2009, UNDP strengthened partnerships with DPKO and the Department of Field Support (DFS) by developing joint programmes as well as integrated strategies. Joint programming showed results in the thematic areas of disarmament, demobilization and reintegration, and rule of law in key countries, including Chad, the Democratic Republic of Congo, Haiti, Liberia, Sudan,

and Timor-Leste. In Côte d'Ivoire (with UNOCI), Darfur (with UNAMID), and Timor-Leste (with UNMIT), UNDP and DPKO developed draft integrated strategic frameworks. In the wake of the finalization of the integrated mission planning guidance in late 2009, UNDP and DPKO are co-chairing a working group to roll out joint training to implement the guidance in 2010. The emphasis going forward will be on leveraging closer operational linkages into effective, joint development-peacekeeping initiatives that will better serve recovery and peacebuilding.

In countries that face complex political transitions and challenges to lasting peace and development, but do not benefit from a formal UN political mission, UNDP and DPA have collaborated to provide important conflict mitigation support. With the support of the inter-agency Framework Team on Preventive Action, BCPR convened 18 resident coordinators (RCs), together with peace and development advisors in October 2009 to share relevant best practices and experiences. The discussion focused on the most effective means through which RCs and UN country teams (UNCTs) could assist national counterparts in managing or resolving emerging challenges and thereby avoid significant instability and the reversal of development gains. A system to support RCs, UNCTs, and their national counterparts with improved joint analysis and response, more systematic communication, and tailor-made guidance, operational assistance and technical expertise, is being established. Currently, 32 peace and development advisors and similar specialists are deployed in 24 countries and two multi-national regions, and an additional nine will be deployed in 2010. From April to December 2009, these advisors successfully assisted national counterparts in conducting peaceful elections; mitigating inter-ethnic tensions; generating internal dialogue; and building and applying specific national and local capacities for conflict resolution in at least ten instances. For example, following a coup in Honduras in June 2009, communications and reporting between UN headquarters and the resident coordinator increased rapidly to shape a coordinated UN approach to the political crisis. A joint UNDP-DPA mission was later dispatched to assist the country team in Tegucigalpa in reviewing and adapting its governance-related programmes to the fluid circumstances on the ground.

In 2009, UNDP also swiftly responded to the call of the Secretary-General "to ensure more predictability in the UN system's ability to deploy capacity for coordination, strategic planning, national capacity support and programming in critical recovery areas."⁷ UN RCs are increasingly tasked with more coordination responsibilities, especially in countries where there is a peacekeeping or peacebuilding presence. Often, RCs are called to serve humanitarian coordination roles in the aftermath of conflict and disaster. UN coherence at country level depends, in part, on how well capacitated RCs are. Working in partnership with other UN entities and DOCO, BCPR defined a new inter-agency mechanism to support RCs' offices: the Deployment Steering Committee (co-chaired by UNDP and DOCO). This new body has already reviewed requests submitted by, and initiated deployments to, the RCs of seven priority countries: the Central African Republic, Côte d'Ivoire, the Democratic Republic of Congo, Guinea, Guinea-Bissau, Nepal and Pakistan, with support expected to expand to other offices in 2010. This mechanism contributes to UN coherence and its ability to plan, assess, and deliver assistance in crisis settings.

The *Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict* identified "support to economic revitalization, including employment generation and livelihoods particularly for youth and demobilized former combatants,"

7. Secretary General's Policy Committee Decision No. 2008/25- Delivering on Recovery and Peace Dividends

as areas where international assistance is frequently requested. UNDP has therefore been placing jobs and income generation for vulnerable groups at the center of several successful recovery efforts. UNDP's partner in this is the International Labour Organization.

A coherent approach to strengthening the link between livelihoods and peace was previously hampered by the lack of a UN system-wide policy on employment creation in post-crisis settings. With such a policy now in place, an operational guidance note was completed and endorsed by the UN Development Group. This has facilitated the roll-out of the policy in Burundi, which is among five countries—with Côte d'Ivoire, Nepal, Sierra Leone and Timor-Leste—targeted for its initial implementation. This collaboration is far-reaching and scalable, but for 2010 the five pilot countries and resource mobilization are the primary goals of the partnership.

The World Bank

UNDP is the key UN system partner for the World Bank on issues related to crisis and conflict. While cooperation has increased in many countries since the development and implementation of post-conflict and disaster needs assessments (PCNAs and PDNAs), the *Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict* recommends an overall strengthening of UN cooperation with the World Bank. (See Chapter 4 for more information on PDNAs.) Following these recommendations, UNDP has undertaken several joint activities with the World Bank, including expanding and strengthening thematic cooperation on statebuilding, public administration, and the rule of law. Joint assessments have allowed refinement of the division of labor on statebuilding-related activities according to comparative advantage in Liberia and Sierra Leone.

Looking ahead, a new UN-World Bank collaborative approach will be piloted in five countries in 2010: the Central African Republic, the Democratic Republic of Congo, Guinea-Bissau, Liberia, and Nepal. The two institutions will also expand thematic cooperation in both existing and new areas including post-crisis governance, public administration, rule of law, statebuilding, and disaster risk reduction.

The European Commission

In 2009 UNDP's close collaboration with the European Commission (EC) on crisis prevention and recovery (CPR) continued. In financial terms, the EC supported 33 UNDP CPR programmes with a financial contribution of USD 207 million. Especially significant was that in only its second year of operation, the EC's Instrument for Stability funded eight UNDP programmes with USD 20.4 million. This programmatic collaboration is increasingly supported by a more structured policy and thematic dialogue, which in 2009 identified concrete areas of collaboration against which to monitor annual progress. Natural resources and conflict prevention, post-crisis needs assessments and recovery planning, and demobilization, disarmament and reintegration of former combatants are some of the ongoing thematic partnerships. UNDP continues to actively participate in the two main EU-UN dialogue mechanisms, the Steering Committee on Crisis Management and the "Desk to Desk on Conflict Prevention," bringing to the table a development perspective and the voices of UNDP colleagues from the field.



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7

MONITORING AND EVALUATION

Monitoring and evaluation remained a key priority for BCPR in 2009. Throughout the year, the Bureau continued to sharpen its focus on results as well as management's capacity to monitor them, with the goal of improving CPR programming at the country level and in global policy discussions.

The development of a new, three-year, results-based framework for all Bureau activity aligned with UNDP results-based approaches and in partnership with the UK's Department for International Development (DfID) was a significant achievement for BCPR in 2009. The results framework allows for improved identification, monitoring and tracking of the key results BCPR will deliver to some of the world's harshest crisis environments, in line with UNDP's broader strategic plan.

The Bureau completed its *Evaluation of the Impact of UNDP Programming on Disaster Risk Reduction*. Overall, the evaluation found that UNDP has made a notable contribution to enhancing relevant disaster risk reduction programming that reflects an understanding of the challenges at country level and responsiveness to governments and donors. BCPR is in the process of conducting a similar evaluation of the results of Bureau-supported conflict prevention initiatives, with a focus on learning lessons from case studies to inform ongoing programming. This evaluation will be completed during 2010.

Strategic partnership frameworks (SPFs), by which the Bureau provides multi-year technical and financial support to priority countries, were assessed in Somalia and Sudan. The results have already informed the development of SPFs in the occupied Palestinian territory and Haiti. A number of tools to support stronger monitoring and evaluation in country offices were also produced, including a *how-to guide for monitoring and evaluation of disarmament, demobilization and reintegration programmes*.

Within the United Nations system, BCPR represented UNDP in the Inter-agency Standing Committee Real Time Evaluation Process, contributing to the development of an evaluation methodology. As part of the process, BCPR participated in a real time evaluation following Cyclone Nargis in Myanmar. BCPR also represented UNDP on the steering committee of the inter-agency Cluster II evaluation, which is assessing the operational effectiveness and main outcomes of the cluster approach to date and will make recommendations on how it can be further improved. This evaluation is due to be finalized in 2010.

BCPR commissioned an independent and comprehensive strategic review in 2009. The reviewers concluded that considerably more resources will be required to build the Bureau's capacity to capture results systematically, with the aim of enhancing programming and bureau performance. They suggested a two-phase approach to improvement of monitoring and evaluation: start with a resource-intensive near-term effort to document performance, while developing a more-efficient, long-term monitoring and evaluation system. The recommendations include stronger baseline and indicator development, standardization of CPR programme monitoring across UNDP, and stronger linkages between strategic planning and monitoring and evaluation. A roadmap for pursuing these changes has been designed, and implementation is underway.

FACES OF HOPE

Belony

Beneficiary of the UNDP cash-for-work programme in Haiti.

Belony Frédérique, father to five children, used to work as a gardener. The school his children attended was destroyed by the 12 January earthquake in Haiti. “My life has changed drastically after the quake,” he said. “We don’t have the means yet to restart our normal lives and activities.”

His home was destroyed and, like thousands of Haitians, he and his family slept in the streets in the weeks following the disaster. But he soon found help through UNDP’s cash-for-work programme. “After the quake I started to hear a lot about cash-for-work through people in my neighborhood, so I came to the *centre de triage* to register. It feels good to work and to know that you will earn some money. I would like to continue working on this UNDP project. It is going to help me feed my children. This is the only aid I have received so far.”

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8

2010 INITIAL RESULTS

Haiti

Within eight days of the earthquake that caused hundreds of thousands of casualties in Haiti, UNDP was hard at work on early recovery activities designed to bridge humanitarian operations and long-term development programmes. Despite suffering the loss of its headquarters in Port-au-Prince, UNDP quickly initiated a cash-for-work programme, modeled in part on a previous cash-for-work scheme implemented in Haiti in the aftermath of the 2008 hurricanes. As of the publication of this report, UNDP had created more than 95,000 short-term jobs, 44 percent of which went to women. Activities under cash-for-work include rubble removal, street sanitation, canal clearing, and other essential light infrastructure work. Many participants indicated that the programme provided them with much needed funds for their families and also helped psychologically in terms of overcoming the shock of the disaster. Provided funds are forthcoming, the programme seeks to reach 400,000 Haitians by December 2010.

In addition to on-the-ground early recovery activities, UNDP played a critical role supporting the Haitian government's coordination of the post-disaster needs assessment (PDNA), to which UN entities, several international institutions – including the European Commission, the World Bank and the Inter-American Development Bank – and hundreds of Haitian experts contributed. UNDP also helped organize the 31 March international donors' conference in New York, where member states and NGOs pledged a record-breaking USD 5.3 billion for near-term recovery activities in Haiti.



The Bureau for Crisis Prevention and Recovery accomplished much in 2009, and staff also learned many lessons that they were eager to integrate into the Bureau's practice. The opportunity to improve on performance came very early in the new year: The 12 January 2010 earthquake in Haiti brought devastation on a massive scale to an already struggling nation, and UNDP was a key player in the response. (See UNDP in Action, opposite.) In addition to Haiti, the Bureau is addressing crises in many hotspots, and is also working at the international level to secure commitments from governments that will improve the lives of millions in crisis-affected countries. Some of those efforts are detailed here.

In **Togo**, UNDP is implementing a programme to strengthen internal mediation and conflict management capacities to address the growing inter-ethnic tensions within the country. The programme's confidence-building measures successfully contributed to the prevention of electoral violence and to the holding of peaceful elections in February 2010. The programme includes several initiatives that fostered greater trust between political and civil society stakeholders in the electoral process, such as a screened and strengthened electoral register; the drafting of a code of conduct for political parties and candidates; sensitization campaigns for youth to promote reconciliation (through media and the arts, for example); and the establishment of a group of "peace champions" to mobilize the population against violence.

This year UNDP is continuing peace consolidation in **Timor-Leste**. One of these efforts focuses on the reintegration of internally displaced persons into receiving communities, many of which are in need of infrastructure improvements. Through ten recently hired and trained "social mobilizers," the programme offers participatory planning expertise to communities, giving all stakeholders a voice in decision making about community infrastructure work. The first three projects—a community center, a football pitch, and a pre-school—developed using this approach are currently under construction.

In February 2010, UNDP celebrated the entry into force of the Convention on Cluster Munitions, which will become legally operational on 1 August 2010. The convention, drafted in 2008, prohibits the manufacture, use and proliferation of cluster weapons, and also promotes the elimination of the billions still in storage. This is a landmark achievement that will improve the lives and prospects of people affected by explosive remnants of war in countries around the world. The Convention on Cluster Munitions provides the legal framework for: the ongoing clearance of deployed cluster munitions; the raising of awareness among affected populations of the dangers of cluster munitions; and support to members of affected communities as they rebuild their lives and livelihoods. It stresses the commitment of states to this agenda and delineates their duties.



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9

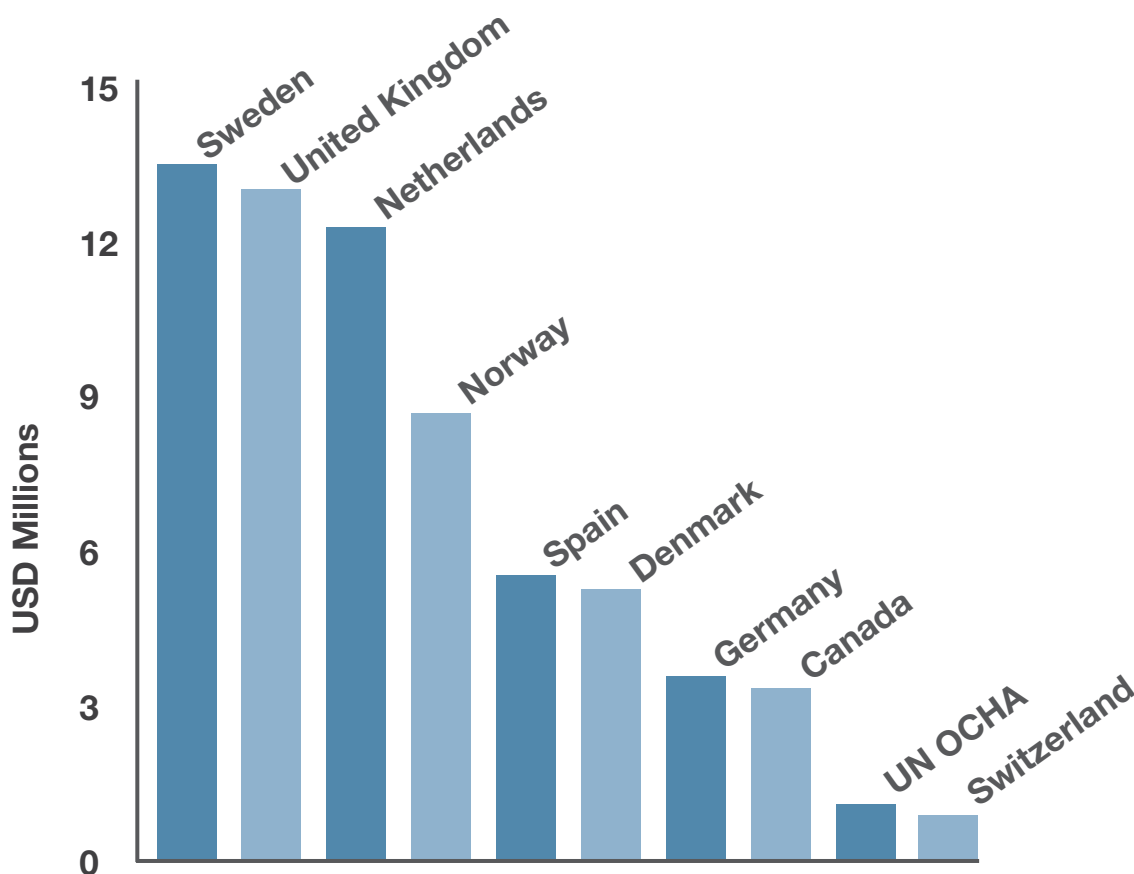
FINANCIAL SUMMARY

The programmatic work of UNDP country offices in crisis prevention and recovery is supported by the Bureau for Crisis Prevention and Recovery (BCPR) through two main sources of funding: a portion of the United Nations Development Programme (UNDP) regular resources—7.2 percent—known as TRAC 1.1.3; and voluntary contributions to the Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF). Contributions to the CPR TTF can be made using two modalities: “earmarked” contributions which target specific thematic areas or country programmes; and “unearmarked” contributions enable UNDP to respond flexibly and quickly to country needs in crisis prevention and recovery.

In 2009, resources from TRAC 1.1.3 and CPR TTF were disbursed in 112 countries. The largest thematic area, both in terms of contributions and expenditures, was conflict prevention and recovery, followed by early recovery and disaster risk reduction and recovery.

Contributions

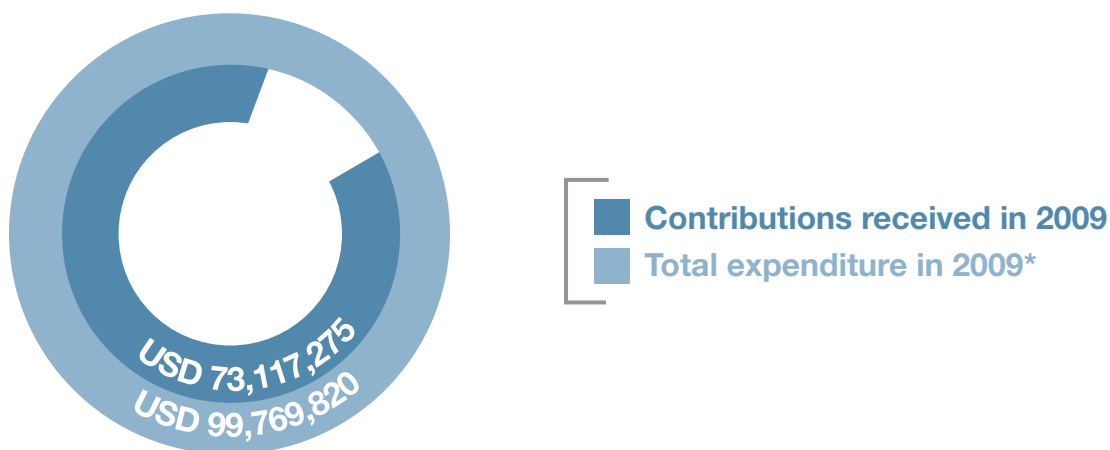
Total contributions available to BCPR to support work in country offices amounted to USD 127.1 million. The amount received for TRAC 1.1.3 was USD 54 million. Contributions received through the CPR TTF totaled USD 73.1 million. Of this amount, USD 31.6 million, equivalent to 43.2 percent of contributions, was unearmarked. Six donors contributed unearmarked funding in 2009: Germany, Ireland, Norway, Sweden, Spain and the United Kingdom.



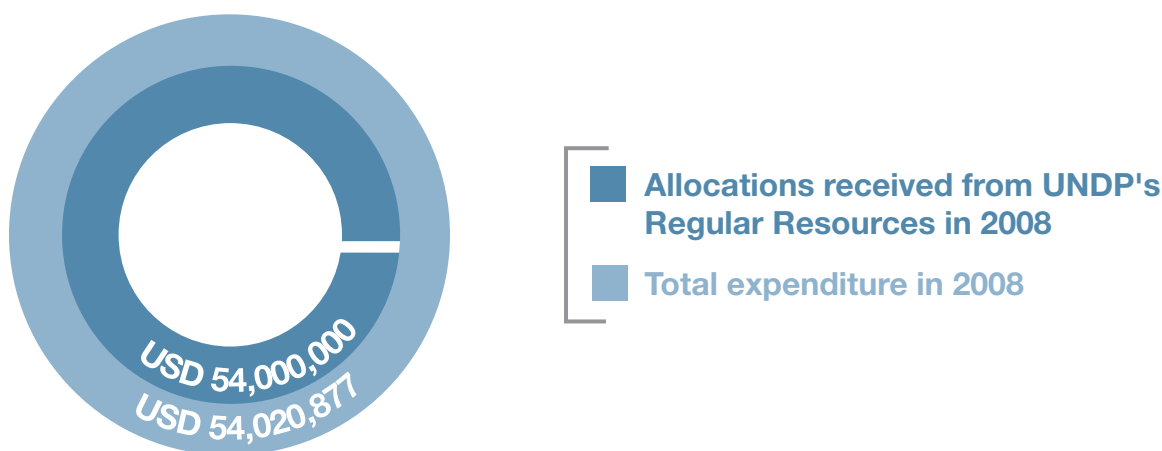
Expenditures

Expenditures totaled USD 153.8 million (USD 99.8 million from the CPR TTF and USD 54 million from TRAC 1.1.3). The highest combined expenditures were for conflict prevention and recovery programmes, totaling USD 77.9 million; early recovery, totaling USD 36.2 million; policy and programme support, totaling USD 21 million; and disaster risk reduction and recovery, totaling USD 15.8 million.

I. THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY (CPR TTF)



II. UNDP REGULAR RESOURCES FOR CRISIS PREVENTION AND RECOVERY (TRAC 1.1.3)



Africa benefited from the highest overall expenditure amount in 2009 (USD 48.5 million), followed by Asia and the Pacific (USD 23.5 million), Arab States (USD 17.7 million), Latin America and the Caribbean (USD 11.9 million) and Europe and the Commonwealth of Independent States (USD 8.9 million).

* In 2009, programming and expenditures continued against the unspent balance from prior years, resulting in an overall expenditure figure higher than the 2009 income.





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10

CONCLUSION

2009 was a year of achievement and change for BCPR. Under a new director, the Bureau commissioned a strategic review of its operations, furthered its efforts to provide even faster and more cutting-edge assistance to UNDP country offices to prevent and mitigate the impacts of crises around the world, and advanced global partnerships and policies. Key achievements include:

At the Country Level

- Deployed 34 experts to more than 20 countries to support the organization's programmatic and operational response in the immediate aftermath of crises.
- Established and/or strengthened UNDP rule of law, justice and security programming in 18 priority conflict/post-conflict countries. Women's legal aid facilities were put in place in nine countries, reaching out to women and girls previously unable to pay for legal advice or fearing the consequences of seeking justice.
- Increased the number of peace and development advisors to 32, deployed in 24 countries. Their work yielded positive results, including the continuation of civic dialogue in Fiji; the building of local mediation capacities in Guyana; successful completion of the first phase of the amnesty and reintegration process for two of the largest militant groups in the Niger delta in Nigeria; and informal but effective facilitation of key consultations around constitutional reform in Kenya.
- Worked with more than 40 countries to identify communities at risk of natural disasters; collaborated closely with the affected governments to strengthen institutions in charge of disaster management and implement cost-effective measures to reduce exposure to natural hazards and the impacts of climate change.

At the Global Level

- Helped secure the entry into force of the Convention on Cluster Munitions, facilitating several advocacy events and working with affected countries to lobby member states for ratification of the convention.
- Advanced operational collaboration with the Peacebuilding Support Office, the Department of Peacekeeping Operations, and the Department of Political Affairs in response to the Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict.
- Stepped up collaboration with the World Bank in the areas of post-disaster needs assessments and statebuilding.
- Deployed senior gender and crisis advisors to Burundi, Iraq, Kosovo, Liberia, Nepal, Papua New Guinea, Sierra Leone, South Sudan, and Timor-Leste to strengthen UNDP gender-specific programming interventions.

Looking Ahead

The BCPR strategic review was finalized in March 2010. The purpose of the review was to assess the Bureau's performance in light of a previous BCPR reorganization as well as many exogenous changes in the international landscape of crisis prevention and recovery. The independent consultants who conducted the review concluded that while BCPR is seen as a leader in the prevention of and response to conflict and natural disaster, the Bureau could and must improve in a number of areas including: strategy and impact, structure and processes, partnership and financial viability and monitoring and evaluation. Internal working groups were formed for each of these areas with the objective of operationalizing review recommendations. Partners within and outside UNDP were also consulted. As a result, the Bureau has identified several priorities for 2010:

- **Risk analysis.** BCPR will increase its internal analytical capacities to anticipate emerging crisis prevention and recovery trends and issues, and identify new potential geographic hot-spots. This analysis will inform the Bureau's interventions and allow for the timely identification of entry points to mitigate and/or reduce disaster and conflict-related risks.
- **Economic recovery.** BCPR will increase UNDP's capacities for the design and implementation of post-crisis livelihoods programmes and support the roll-out of the UN policy on post-crisis employment.
- **Climate and crisis.** BCPR will strengthen its support to UNDP country offices to better assist programme countries in preparing for and managing the security/conflict-related impacts of climate variability and change.
- **Post-crisis governance.** BCPR will step up assistance to UNDP country offices to adapt governance programmes to the specific requirements of fragile contexts.
- **Crisis response.** BCPR is in the midst of a review of its participation in the response to the January 2010 earthquake in Haiti, and will formulate lessons learned to be applied by UNDP to future crisis response.
- **Monitoring and evaluation.** Building on its 2010-2012 results framework, BCPR will increase its internal monitoring and evaluation expertise, carry out a portfolio review to assess the Bureau's accumulated experience in evidence-based CPR programming over the past few years, and work with other parts of UNDP to strengthen monitoring and evaluation capacities in targeted crisis countries.

These priorities, along with BCPR's other core activities, will constitute the Bureau's contribution to UNDP's crisis prevention and recovery agenda in 2010.





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Annex

FINANCIAL REPORT

I. THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY (CPR TTF)

CONTRIBUTIONS RECEIVED IN 2009	USD 73,117,275
TOTAL EXPENDITURE IN 2009*	USD 99,769,820

* In 2009, programming and expenditures continued against the unspent balance from prior years, resulting in an overall expenditure figure higher than the 2009 income.

II. UNDP REGULAR RESOURCES FOR CRISIS PREVENTION AND RECOVERY (TRAC 1.1.3)

ALLOCATIONS RECEIVED FROM UNDP'S REGULAR RESOURCES IN 2008	USD 54,000,000
TOTAL EXPENDITURE IN 2008	USD 54,020,877

2009 CONTRIBUTIONS RECEIVED BY DONOR - THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY

DONOR	CONTRIBUTIONS (IN USD)
AUSTRALIA	113,723
AUSTRIA	75,301
CANADA	3,405,572
DENMARK	5,361,769
EUROPEAN UNION	529,101
GERMANY	3,746,093
IRELAND	629,671
ITALY	512,048
LIECHTENSTEIN	191,205
NETHERLANDS	12,780,000
NORWAY	8,831,081
REPUBLIC OF KOREA	70,000
SPAIN	5,512,846
SWEDEN*	13,618,068
SWITZERLAND	988,774
UNITED NATIONS	931,968
UNAIDS	213,982
UNDP (JPAA)	200,000
UNICEF	40,000
UNITED KINGDOM	13,433,798
UNOCHA	1,136,200
USA	796,075
TOTAL	73,117,275

EXPENDITURE BY WINDOW OF THE THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY (CPR TTF)

CPR TTF WINDOW	EXPENDITURE (IN USD)
CONFLICT PREVENTION AND RECOVERY	55,823,099
DISASTER RISK REDUCTION AND RECOVERY	10,594,357
EARLY RECOVERY	19,028,550
GENDER EQUALITY	2,744,339
POLICY AND PROGRAMME SUPPORT	11,579,476
TOTAL	99,769,820

EXPENDITURE BY FUND CATEGORY OF UNDP REGULAR RESOURCES FOR CRISIS PREVENTION AND RECOVERY (TRAC 1.1.3)

FUND CATEGORY	EXPENDITURE (IN USD)
CONFLICT PREVENTION AND RECOVERY	22,087,111
DISASTER RISK REDUCTION AND RECOVERY	5,268,216
EARLY RECOVERY	17,185,780
POLICY AND PROGRAMME SUPPORT	9,479,771
TOTAL	54,020,877

EXPENDITURE BY COUNTRY - THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY (CPR TTF) AND UNDP REGULAR RESOURCES TO CRISIS PREVENTION AND RECOVERY (TRAC 1.1.3)

COUNTRY	EXPENDITURE (IN USD)	COUNTRY	EXPENDITURE (IN USD)	COUNTRY	EXPENDITURE (IN USD)
AFGHANISTAN	646,504	FYROM	100,140	NIGER (THE)	2,897
ALBANIA	215,985	GEORGIA	953,810	NIGERIA	445,484
ALGERIA	91,581	GHANA	433,533	NIUE	7,010
ARGENTINA	30,069	GLOBAL*	43,101,060	PAKISTAN	1,694,855
ARMENIA	239,005	GUATEMALA	646,660	PANAMA	25,188
AZERBAIJAN	53,233	GUINEA	270,772	PAPP	4,194,837
BANGLADESH	940,689	GUINEA-BISSAU	1,013,467	PAPUA NEW GUINEA	973,375
BARBADOS	14,561	GUYANA	522,951	PARAGUAY	85,477
BELARUS	291,458	HAITI	4,246,655	PERU	967,330
BELIZE	160,905	HONDURAS	461,284	PHILIPPINES (THE)	1,658,730
BENIN	99,608	INDIA	1,117,129	RWANDA	49,184
BHUTAN	189,489	INDONESIA	826,467	SAMOA	87,198
BOLIVIA	314,062	IRAN	170,017	SENEGAL	35,938
BOSNIA AND HERZEGOVINA	414,291	IRAQ	1,183,567	SERBIA	660,363
BURKINA FASO	368,142	JAMAICA	873,035	SIERRA LEONE	1,258,669
BURUNDI	1,877,992	JORDAN	358,444	SOLOMON ISLANDS	120,224
CAMBODIA	99,649	KAZAKHSTAN	186	SOMALIA	4,790,259
CAMEROON	206,037	KENYA	2,940,500	SOUTH AFRICA	12,160
CENTRAL AFRICAN REPUBLIC (THE)	2,689,686	KOSOVO	3,024,590	SRI LANKA	3,970,029
CHAD	835,268	KYRGYZSTAN	675,687	SUDAN (THE)	3,813,014
CHILE	28,842	LAO PEOPLE'S DEMOCRATIC REPUBLIC	1,228,857	SURINAME	55,702
CHINA	1,670,705	LEBANON	1,203,517	SWAZILAND	144,321
COLOMBIA	797,424	LESOTHO	120,009	SYRIAN ARAB REPUBLIC (THE)	77,808
COMOROS (THE)	378,515	LIBERIA	5,563,528	TAJIKISTAN	1,237,702
CONGO (THE)	1,090,060	LIBYAN ARAB JAMAHIRIYA (THE)	95,327	THAILAND	691,701
COSTA RICA	131,018	MADAGASCAR	544,806	TIMOR-LESTE	1,534,113
CÔTE D'IVOIRE	7,246,113	MALAWI	303,048	TOGO	768,611
CROATIA	404,097	MALDIVES	497,783	TRINIDAD AND TOBAGO	4,241
CUBA	516,437	MAURITANIA	211,863	TURKEY	101,577
CYPRUS	95,020	MAURITIUS	128,421	UGANDA	1,694,133
DEMOCRATIC REPUBLIC OF THE CONGO	15,041,215	MEXICO	27,929	UKRAINE	282,175
DOMINICAN REPUBLIC	744,836	MOLDOVA	46,609	UNITED REPUBLIC OF TANZANIA (THE)	116,319
ECUADOR	717,273	MONGOLIA	205,263	URUGUAY	92,053
EGYPT	1,095,937	MONTENEGRO	196,790	YEMEN	783,910
EL SALVADOR	482,288	MOZAMBIQUE	1,098,445	ZAMBIA	296,352
ERITREA	73,351	MYANMAR	3,146,589	ZIMBABWE	357,209
ETHIOPIA	552,769	NAMIBIA	249,928		
FIJI	375,140	NEPAL	1,692,625		
TOTAL					153,790,697

* Fifty percent of these expenditures were dedicated to direct technical assistance and emergency response to countries

EXPENDITURE BY WINDOW OF THE THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY (CPR TTF) AND BY COUNTRY

CPR TTF WINDOW	COUNTRY	EXPENDITURE (IN USD)
CONFLICT PREVENTION AND RECOVERY	AFGHANISTAN	39,144
	ALBANIA	215,985
	ALGERIA	73,214
	AZERBAIJAN	53,233
	BELARUS	291,458
	BOLIVIA	125,999
	BOSNIA AND HERZEGOVINA	295,794
	BURKINA FASO	136,758
	BURUNDI	12,506
	CAMBODIA	54,806
	CENTRAL AFRICAN REPUBLIC	994,381
	CHAD	196,454
	COLOMBIA	623,301
	CONGO (THE)	600,643
	CÔTE D'IVOIRE	2,868,634
	CYPRUS	94,826
	DEMOCRATIC REPUBLIC OF THE CONGO (THE)	13,715,008
	ECUADOR	235,480
	EGYPT	974,728
	EL SALVADOR	333,401
	ERITREA	73,351
	ETHIOPIA	470,979
	GHANA	221,306
	GLOBAL	10,693,377
	GUATEMALA	388,736
	GUINEA-BISSAU	936,589
	GUYANA	239,608
	HAITI	2,253,356
	INDONESIA	70
	IRAQ	642,510
	JAMAICA	739,808
	JORDAN	327,599
	KENYA	1,639,479
	KOSOVO	1,450,532
	KYRGYZSTAN	602,342
	LAO PEOPLE'S DEMOCRATIC REPUBLIC (THE)	850,776
	LEBANON	516,902
	LIBERIA	268,354
	MALAWI	113,921
	MALDIVES	109,407
MAURITANIA	133,924	
MONTENEGRO	103,147	
MOZAMBIQUE	81,523	
NEPAL	22,049	
NIGERIA	289,629	
PAPP	2,995,821	
PAPUA NEW GUINEA	14,523	

CPR TTF WINDOW	COUNTRY	EXPENDITURES (IN USD)
CONFLICT PREVENTION AND RECOVERY	SERBIA	86,230
	SIERRA LEONE	1,043,817
	SOLOMON ISLANDS	6,053
	SOMALIA	1,755,631
	SRI LANKA	971,857
	SUDAN (THE)	1,767,630
	TAJKISTAN	473,307
	THAILAND	70,603
	TIMOR-LESTE	121,264
	TOGO	474,554
	UGANDA	184,250
	YEMEN	480,285
	ZAMBIA	266,905
	ZIMBABWE	5,344
	CONFLICT PREVENTION AND RECOVERY TOTAL	
DISASTER RISK REDUCTION AND RECOVERY	ARMENIA	42,457
	BANGLADESH	343,458
	BHUTAN	164,067
	BOLIVIA	64,162
	BOSNIA AND HERZEGOVINA	11
	BURKINA FASO	137,977
	BURUNDI	128,445
	CENTRAL AFRICAN REPUBLIC (THE)	554,013
	ECUADOR	248,189
	EGYPT	64,596
	GLOBAL	4,842,161
	GUYANA	28,751
	INDIA	1,051,299
	INDONESIA	232,088
	JAMAICA	4,860
	KYRGYZSTAN	73,345
	LEBANON	5,591
	MALAWI	74,026
	MALDIVES	142,323
	MAURITANIA	52,498
	MOZAMBIQUE	612,693
	MYANMAR	1,076,353
	NEPAL	177,645
	PAKISTAN	290,734
	SRI LANKA	107,688
SYRIAN ARAB REPUBLIC (THE)	74,926	
DISASTER RISK REDUCTION AND RECOVERY TOTAL		10,594,357
EARLY RECOVERY	BANGLADESH	558,289
	CENTRAL AFRICAN REPUBLIC (THE)	1,141,293
	CHAD	603,253
	CHINA	80,564
	CÔTE D'IVOIRE	83,595
	DEMOCRATIC REPUBLIC OF THE CONGO (THE)	275,640
	ETHIOPIA	742

CPR TTF WINDOW	COUNTRY	EXPENDITURES (IN USD)
EARLY RECOVERY	FIJI	37,351
	GLOBAL	3,287,016
	HAITI	1,764,677
	HONDURAS	185,777
	IRAQ	1,250
	LEBANON	350,747
	LIBERIA	3,907,920
	MALDIVES	635
	MAURITIUS	79,235
	MYANMAR	1,980,353
	NEPAL	368,419
	PAPP	11,883
	PHILIPPINES (THE)	441,911
	SIERRA LEONE	391
	SRI LANKA	1,324,848
	SUDAN (THE)	24,566
	TAJKISTAN	754,238
	TIMOR-LESTE	619,193
	TURKEY	101,577
	UGANDA	822,889
YEMEN	71,045	
ZIMBABWE	149,251	
EARLY RECOVERY TOTAL		19,028,550
GENDER EQUALITY	ARMENIA	27,068
	BANGLADESH	38,943
	BURUNDI	134,298
	CONGO (THE)	489,417
	DEMOCRATIC REPUBLIC OF THE CONGO (THE)	525,373
	EL SALVADOR	4,155
	GLOBAL	306,324
	GUATEMALA	59,127
	GUINEA-BISSAU	68,231
	INDONESIA	23,593
	IRAQ	112,426
	KOSOVO	129,473
	LIBERIA	365,545
	NEPAL	101,097
	PAPP	142,609
	SIERRA LEONE	16,649
	SRI LANKA	11,732
	SUDAN (THE)	82,809
TIMOR-LESTE	105,470	
GENDER EQUALITY TOTAL		2,744,339
POLICY AND PROGRAMME SUPPORT	GLOBAL	11,572,001
	SOMALIA	7,474
POLICY AND PROGRAMME SUPPORT TOTAL		11,579,476
CPR TTF GRAND TOTAL		99,769,820

**EXPENDITURE BY FUND CATEGORY AND COUNTRY OF UNDP REGULAR RESOURCES
FOR CRISIS PREVENTION AND RECOVERY (TRAC 1.1.3)**

FUND CATEGORY	COUNTRY	EXPENDITURES (IN USD)
CONFLICT PREVENTION AND RECOVERY	AFGHANISTAN	574,212
	BOSNIA AND HERZEGOVINA	118,486
	BURUNDI	726,803
	CAMEROON	206,037
	CHILE	28,842
	CHINA	13
	COLOMBIA	64,009
	CÔTE D'IVOIRE	4,293,884
	CROATIA	250,269
	CYPRUS	195
	ECUADOR	176,325
	EGYPT	33,493
	ETHIOPIA	67,585
	FIJI	318,944
	FYROM	70,054
	GEORGIA	207,072
	GLOBAL	1,863,958
	GUINEA	270,772
	GUYANA	254,592
	HONDURAS	242,154
	INDONESIA	99,237
	JORDAN	1,281
	KENYA	1,291,937
	KOSOVO	1,444,585
	LEBANON	263,058
	LIBERIA	643,448
	LIBYAN ARAB JAMAHIRIYA (THE)	95,327
	MAURITANIA	25,441
	MAURITIUS	49,186
	MONTENEGRO	93,643
	MOZAMBIQUE	332,028
	NEPAL	921,528
	NIGERIA	155,856
	NIUE	7,010
	PAPUA NEW GUINEA	869,285
	PHILIPPINES (THE)	738,926
	SENEGAL	1,780
	SERBIA	574,134
	SIERRA LEONE	197,811
	SOMALIA	1,036,386
SRI LANKA	1,423,652	
SUDAN (THE)	274,977	
THAILAND	621,098	
TIMOR-LESTE	688,185	
UKRAINE	226,191	
UNITED REPUBLIC OF TANZANIA (THE)	8,114	
YEMEN	136,819	
ZIMBABWE	98,487	
CONFLICT PREVENTION AND RECOVERY TOTAL	22,087,111	

FUND CATEGORY	COUNTRY	EXPENDITURES (IN USD)
DISASTER RISK REDUCTION AND RECOVERY	AFGHANISTAN	33,148
	ARMENIA	169,480
	BELIZE	150,431
	CAMBODIA	44,842
	COMOROS	378,515
	CUBA	256,779
	GHANA	212,227
	GLOBAL	889,512
	INDONESIA	292,527
	JORDAN	29,565
	LAO PEOPLE'S DEMOCRATIC REPUBLIC (THE)	279,741
	LESOTHO	99,900
	LIBERIA	378,262
	MADAGASCAR	387,370
	MALAWI	115,101
	MONGOLIA	205,263
	PAKISTAN	1,109,180
	SWAZILAND	144,321
URUGUAY	92,053	
DISASTER RISK REDUCTION AND RECOVERY TOTAL		5,268,216
EARLY RECOVERY	ALGERIA	18,367
	ARGENTINA	30,069
	BARBADOS	14,561
	BELIZE	10,474
	BENIN	99,608
	BHUTAN	25,422
	BOLIVIA	123,901
	BURKINA FASO	93,407
	BURUNDI	875,940
	CHAD	35,560
	CHINA	1,590,129
	COLOMBIA	110,114
	COSTA RICA	131,018
	CROATIA	153,829
	CUBA	259,659
	DEMOCRATIC REPUBLIC OF THE CONGO (THE)	525,193
	DOMINICAN REPUBLIC (THE)	744,836
	ECUADOR	57,279
	EGYPT	23,120
	EL SALVADOR	144,732
	ETHIOPIA	13,463
	FIJI	18,844
	FYROM	30,086
	GEORGIA	746,738
	GLOBAL	166,940
	GUATEMALA	198,798
	GUINEA-BISSAU	8,647
HAITI	228,621	
HONDURAS	33,353	

FUND CATEGORY	COUNTRY	EXPENDITURES (IN USD)
EARLY RECOVERY	INDIA	65,831
	INDONESIA	178,952
	IRAN (ISLAMIC REPUBLIC OF)	170,017
	IRAQ	427,381
	JAMAICA	128,367
	KAZAKHSTAN	186
	KENYA	9,085
	LAO PEOPLE'S DEMOCRATIC REPUBLIC (THE)	98,340
	LEBANON	67,219
	LESOTHO	20,109
	MADAGASCAR	157,436
	MALDIVES	245,417
	MEXICO	27,929
	MOLDOVA	46,609
	MOZAMBIQUE	72,200
	MYANMAR	89,883
	NAMIBIA	249,928
	NEPAL	101,886
	NIGER (THE)	2,897
	PAKISTAN	294,941
	PANAMA	25,188
	PAPP	1,044,525
	PAPUA NEW GUINEA	89,567
	PARAGUAY	85,477
	PERU	967,330
	PHILIPPINES	477,893
	RWANDA	49,184
	SAMOA	87,198
	SENEGAL	34,158
	SOLOMON ISLANDS	114,171
	SOMALIA	1,990,768
	SOUTH AFRICA	12,160
	SRI LANKA	130,253
	SUDAN	1,663,032
	SURINAME	55,702
	SYRIAN ARAB REPUBLIC (THE)	2,882
	TAJIKSTAN	10,157
	TOGO	294,057
	TRINIDAD & TOBAGO	4,241
	UGANDA	686,994
	UKRAINE	55,984
UNITED REPUBLIC OF TANZANIA (THE)	108,205	
YEMEN	95,761	
ZAMBIA	29,447	
ZIMBABWE	104,127	
EARLY RECOVERY TOTAL		17,185,780
PRACTICE DEVELOPMENT AND KNOWLEDGE MANAGEMENT	GLOBAL	9,479,771
PRACTICE DEVELOPMENT AND KNOWLEDGE MANAGEMENT TOTAL		9,479,771
GRAND TOTAL		54,020,877

ACRONYMS

8PA	Eight Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery	NCDS	National Capacity Development Strategy
ADPC	Asian Disaster Preparedness Center	NCDU	National Capacity Development Unit
ASEZA	Aqaba Special Economic Zone Authority	NDRA	national disaster reduction advisor
AVPP	Armed Violence Prevention Programme	OCHA	Office for the Coordination of Humanitarian Affairs
BCPR	Bureau for Crisis Prevention and Recovery	OECD-DAC	Organisation for Economic Co-operation and Development — Development Assistance Committee
CA	Constituent Assembly (Nepal)	OECD-INCAF	Organisation for Economic Co-operation and Development — International Network on Conflict and Fragility
CAR	Central African Republic	oPt	occupied Palestinian territory
CCA	climate change adaptation	OROLSI	Office of Rule of Law and Security Institutions
CCM	Convention on Cluster Munitions	PBC	Peacebuilding Commission
CPR	crisis prevention and recovery	PBF	Peacebuilding Fund
CPR TTF	Thematic Trust Fund for Crisis Prevention and Recovery	PBSO	Peacebuilding Support Office
CRED	Centre for Research on the Epidemiology of Disasters	PDNA	post-disaster needs assessment
CWGER	Cluster Working Group on Early Recovery	RC	Resident Coordinator
DDR	disarmament, demobilization and reintegration	REACT	Rapid Emergency Assessment and Coordination Team
DfID	Department for International Development (UK)	ROLCRG	Rule of Law Coordination and Resource Group
DOCO	Development Operations Coordination Office	SALW	small arms and light weapons
DPA	Department of Political Affairs	SARC	Sexual Assault Referral Centre (Somalia)
DPKO	Department of Peacekeeping Operations	SPF	strategic partnership framework
DRC	Democratic Republic of Congo	UNAMID	African Union/United Nations Hybrid operation in Darfur
DRR	disaster risk reduction	UNCT	UN Country Team
EC	European Commission	UNDAF	United Nations Development Assistance Framework
FAO	Food and Agriculture Organization of the United Nations	UNDP	United Nations Development Programme
GBV	gender-based violence	UNFPA	United Nations Population Fund
IASC	Inter-agency Standing Committee	UNHCR	Office of the United Nations High Commissioner for Refugees
IAWG	UN DDR Inter-agency Working Group	UNICEF	United Nations Children's Fund
IDDRS	Integrated DDR Standards	UNIFEM	United Nations Development Fund for Women
IDP	internally displaced person	UNMIT	United Nations Integrated Mission in Timor-Leste
ILO	International Labour Organization	UNOCI	United Nations Operation in Côte d'Ivoire
INGC	Instituto Nacional de Gestão de Calamidades (National Institute for Disaster Management) (Mozambique)	WFP	World Food Programme
ISDR	International Strategy for Disaster Reduction		
MDG	Millennium Development Goal(s)		
MINURCAT	Mission des Nations Unies en République centrafricaine et au Tchad (United Nations Mission in Central African Republic and Chad)		



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