



*Empowered lives.  
Resilient nations.*

United Nations Development Programme

# CRISIS PREVENTION AND RECOVERY THEMATIC TRUST FUND

2014 ANNUAL REPORT

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

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**COVER**

A crew works at the Santo Nino dumpsite in Tacloban, Philippines, six months after Typhoon Haiyan. (Photo: UNDP Philippines/Lesley Wright)

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# **CRISIS PREVENTION AND RECOVERY THEMATIC TRUST FUND**

**2014 ANNUAL REPORT**

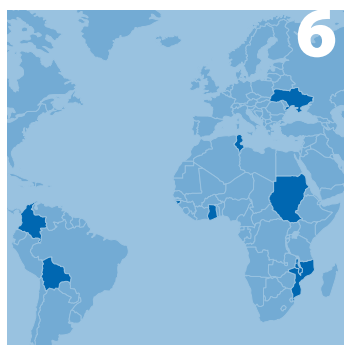
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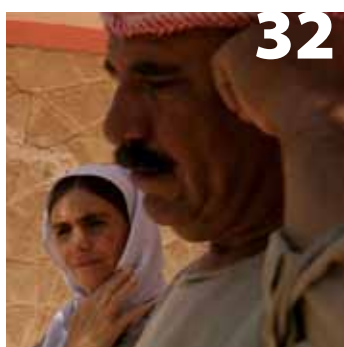
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# FOREWORD



*UNDP's trust funds are a vital and flexible resource. They allow us to catalyse innovation and to respond rapidly to country priorities.*

We live in a world of exceptionally rapid change. Arriving at the end of the Millennium Development Goals (MDG) era, we can celebrate the tremendous achievement of meeting the overall global poverty target. Looking forward to the post-2015 agenda and Sustainable Development Goals (SDGs), we know that our understanding of the complex, multidimensional nature of poverty has evolved. More sophisticated development solutions that connect and cut across these dimensions are in demand. They must tackle inequality and exclusion, build resilience, and aim for environmental, social and economic sustainability.

UNDP, as a leading multilateral development organization, has changed to mirror the world we live in—and to stay ahead of the curve. In 2014, we adopted a new Strategic Plan premised on integrated approaches to development, and we restructured accordingly. The reorganization has brought together the former Bureau for Crisis Prevention and Recovery and the Bureau for Development Policy under one new entity, the Bureau for Policy and Programme Support, and created a Crisis Response Unit focusing on immediate crisis response. It offers a more integrated, comprehensive financial and institutional configuration that allows UNDP to seamlessly support countries throughout the entire development continuum, from prevention, response and recovery to, ultimately, sustainable development. It enables the application of multidimensional strategies, including those related to livelihoods, environment and climate change and the rule of law, that contribute to sustained recovery and build resilience. Teams within the Bureau are fully integrated to ensure complementarity, synergy and links to longer term development goals.

UN Member States have agreed that making these connections is at the heart of the post-2015 sustainable development agenda. Doing so magnifies the impact of development actions aimed at creating a more resilient, equal and sustainable world.

UNDP's trust funds are a vital and flexible resource. They allow us to catalyse innovation and to respond rapidly to country priorities. They have long been oriented around particular themes, such as democratic governance, crisis prevention and recovery, and environment and energy, which continued to guide our work during 2014. They too, are undergoing a process of transition reflecting the drive towards more integrated development interventions.

A new funding architecture will debut in 2016. It will reflect this integrated approach, build on the proven effectiveness of the existing trust funds, and emphasize strong connections between resources and results, as well as improved quality assurance and transparency. All of these measures are geared towards effective adaptation to the rapid transformations in the international development architecture.

## CRISIS PREVENTION AND RECOVERY THEMATIC TRUST FUND

The Crisis Prevention and Recovery Thematic Trust Fund (CPR TTF) continued to deliver results under its existing structure in 2014. Throughout the year, millions of people were plunged into or affected by ongoing crises in Syria and Iraq, the Central African Republic, the Philippines, South Sudan, Ukraine and West Africa. The trust fund ensured UNDP was equipped to take the immediate action humanitarian situations demand. Assistance helped to protect people, stem the erosion of development gains and accelerate recovery.

It also advanced prevention and preparedness, including through measures aimed at addressing the root causes of crises, reducing the risks of disaster, and strengthening community and national resilience. There is a need to lower vulnerability and increase resilience, and UNDP is doing this through a renewed focus on inclusive growth, livelihoods and employment, effective delivery of public services, and well-functioning judicial systems to uphold the rule of law and ensure citizen security.

The results showcased in this annual report were achieved with the support of many partners. We at UNDP are grateful to the donors who have supported the CPR TTF and are supporting its evolution. Their contributions have improved people's lives around the globe, as this report repeatedly underscores, and continue to strengthen the foundation for durable, peaceful development in the post-2015 era.

*UNDP Assistant Administrator  
Magdy Martínez-Solimán meets  
children in Guinea. (Photo:  
UNDP/Nicolas Douillet)*

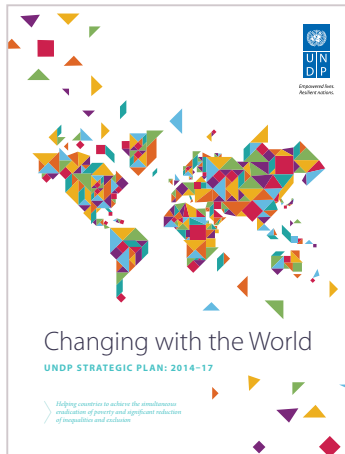


**Magdy Martínez-Solimán**

Assistant Administrator and Director  
Bureau for Policy and Programme Support  
United Nations Development Programme



# INTRODUCTION



Conflict, instability and disasters continued to take an immense toll on development in 2014. However, as this report shows, UNDP continued to help countries prevent and respond to disasters, protect justice, uphold security and the rule of law, promote inclusive governance and build peace. Active in over 170 countries and territories, UNDP is there before and after a crisis. UNDP is often the first to be called after a crisis to lead the transition to peace and stability, or support early recovery efforts following disasters. In many cases, UNDP is best placed to prevent crises from recurring.

In 2014, UNDP's new Strategic Plan took effect, geared towards making the organization more efficient, and deepening its focus on helping countries build resilience. Resilience reduces the risks of conflict and disasters, and means that even if they do strike, people will have capacities to blunt the impacts and recover quickly. Better employment opportunities, equitable access to resources, transparent and accountable governments, and the systematic resolution of disputes are among the key ingredients to achieving resilient societies.

Throughout 2014, UNDP helped national authorities around the world to build peace and recover from disasters. In the wake of the devastation wrought by Typhoon Haiyan in the Philippines, UNDP assisted communities to rebuild, including by restoring livelihoods for over 40,000 people. After the declaration of a humanitarian emergency in Gaza, UNDP supported the rebuilding of homes and provided thousands of people with emergency employment.

When violence exploded in the Central African Republic, rendering half the population in need of humanitarian assistance, UNDP launched an emergency programme of support to the transitional government to help reactivate core government systems and ensure essential services would function. By the end of 2014 the country had achieved some key milestones, including a cessation of hostilities agreement between warring factions.

After the Ebola outbreak struck Guinea, Liberia and Sierra Leone, UNDP immediately joined partner organizations to stop its spread, such as through supporting governments to ensure the timely payment of nearly 50,000 Ebola response workers, assisting communities to identify new cases, educating people on avoiding transmission, and making life-saving welfare payments to the most vulnerable people and communities.



Beyond efforts to respond to crises, UNDP continued its commitment to conflict prevention and risk reduction. Support and training was provided to Parliament as Fiji, after eight years of a military-led government, successfully transitioned to an elected government. Tunisia became the first ‘Arab Spring’ country to formally establish and consolidate a democratic political system, with a key actor being the Tunisian General Labour Union, consistently supported by UNDP.

In 2014, UNDP helped advance disaster preparedness in 20 countries in the Caribbean and Central America to rapidly assess and respond to post-disaster needs. Other assistance helped Honduras integrate gender provisions across local disaster risk management strategies for the disaster-prone Choluteca river basin, as well as across national disaster risk management policies and plans.

These examples highlight the range of needs that UNDP responds to through the Crisis Prevention and Recovery Thematic Trust Fund. This fast, flexible funding mechanism permits quick responses to disasters or conflicts as well as scope for seizing unique opportunities to reduce disaster risks or prevent conflicts. In 2014, the Fund mobilized US\$ 88 million and disbursed funds to more than 90 countries.

The report chronicles results achieved with CPR TTF assistance in four broad categories, tied to the outcomes of the UNDP Strategic Plan: 1) countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change, 2) early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings’, 3) countries have strengthened institutions to progressively deliver universal access to basic services, and 4) faster progress is achieved in reducing gender inequality and promoting women’s empowerment. The report is structured to address the first three results areas, with the fourth (gender) being integrated throughout the document.

UNDP supports interventions across the full spectrum of development and crisis issues, recognizing the integral links among them. These interventions are predicated on the reality that development gaps leave people vulnerable to crisis, and that crisis in turn, can strip away development gains, particularly for those with limited resilience and marginal capacities to recover.



*UNDP's post-flood recovery activities in Bosnia and Herzegovina included providing clean water canisters in Kotor Varoš (top) and cleaning up debris in Maglaj. (Photos: UNDP BiH)*

# 2014 CPR TTF HIGHLIGHTS

## GLOBAL

THROUGH A PARTNERSHIP WITH THE UN DEPARTMENT OF POLITICAL AFFAIRS,

### 30 PEACE AND DEVELOPMENT ADVISORS

DEPLOYED TO HELP COUNTRIES PREVENT CONFLICTS RELATED TO ELECTIONS, CIVIL STRIFE OR CROSS-BORDER TENSIONS.

## Honduras

**GENDER PROVISIONS** HAVE BEEN INTEGRATED ACROSS NATIONAL **DISASTER RISK MANAGEMENT** POLICIES AND PLANS.

## LATIN AMERICA AND THE CARIBBEAN

IN 2014, UNDP HELPED ADVANCE **DISASTER PREPAREDNESS IN 20 COUNTRIES**

IN THE CARIBBEAN AND CENTRAL AMERICA TO RAPIDLY ASSESS AND RESPOND TO POST-DISASTER NEEDS.

## Colombia

NEARLY

### 30,000

CITIZENS CONTRIBUTED PERSPECTIVES TO PEACE TALKS; 60 CONFLICT VICTIMS ATTENDED DIRECTLY, WITH 70 PERCENT OF THEIR PROPOSALS USED IN DRAFTING AGREEMENTS.

## Bolivia

POST-DISASTER RECOVERY SYSTEMS IN 32 MUNICIPALITIES OFFER BETTER PROTECTION FOR ABOUT

### 22,000

FAMILIES.

## EUROPE

AFTER THE BALKANS SUFFERED THE WORST FLOODS IN 100 YEARS, RECOVERY EFFORTS BEGAN IMMEDIATELY, **RESTORING HOMES AND INFRASTRUCTURE, SERVICES AND JOBS.**

## ARAB STATES

LIVING CONDITIONS IMPROVED FOR MORE THAN

### 2.3 MILLION PEOPLE

IN SYRIA; PROGRAMMES TO ASSIST COMMUNITIES HOSTING REFUGEES IN NEIGHBOURING COUNTRIES INCLUDED ONE IN LEBANON PROVIDING BETTER PUBLIC SERVICES FOR MORE THAN **600,000 PEOPLE.**

## WEST AFRICA

AMID THE EBOLA EPIDEMIC, SUSTAINING PAYMENTS TO NEARLY

### 50,000

**EBOLA RESPONSE WORKERS** MEANT THEY COULD CONTINUE TO PROVIDE LIFE-SAVING SERVICES.

## Ghana

A MAPPING OF FLOOD AND DROUGHT RISKS IN **15 DISTRICTS**

IDENTIFIED COMMUNITIES MOST IN NEED OF EARLY WARNING AND PREPAREDNESS MECHANISMS.

## Malawi

A PLATFORM OF RELIGIOUS LEADERS

HELPED MEDIATE CONFLICT FOR A RELATIVELY VIOLENCE-FREE ELECTION.

## Guinea-Bissau

FIVE NEW **LEGAL AID** CLINICS PROVIDED SERVICES TO MORE THAN

### 6,000

 PEOPLE.

## Tunisia

A SUCCESSFUL TRANSITION TO A DEMOCRATIC POLITICAL SYSTEM BECAME A FIRST FOR AN 'ARAB SPRING' COUNTRY.

## Ukraine

A RECOVERY AND PEACEBUILDING ASSESSMENT BECAME THE PRIMARY NATIONAL FRAMEWORK FOR MANAGING THE RESTORATION OF INFRASTRUCTURE AND SERVICES, ECONOMIC RECOVERY, PEACEBUILDING AND COMMUNITY SECURITY.

## Afghanistan

A NEW ELECTRONIC FUNDS TRANSFER SYSTEM PROCESSES PAYMENTS TO MORE THAN 97 PERCENT OF POLICE AND PRISON OFFICERS, INCREASING EFFICIENCY AND REDUCING ERRORS.

## Kyrgyzstan

A NEW DRAFT MEDIATION LAW, THE FIRST OF ITS TYPE IN CENTRAL ASIA, WILL UNDERPIN THE PEACEFUL RESOLUTION OF CONFLICTS.

## Regional engagement in a global partnership

WITH DHL 'GET AIRPORTS READY FOR DISASTER', WHOSE AIM IS TO HELP AIRPORTS, TYPICALLY HUBS OF AID DELIVERY, ASSESS POTENTIAL BOTTLENECKS AND PREPARE CONTINGENCY PLANS IN THE EVENT OF A DISASTER.

## Sudan

# 37,000

VULNERABLE HOUSEHOLDS IN THE DARFUR REGION OBTAINED ASSETS, SKILLS AND OTHER FORMS OF ASSISTANCE TO BOOST LIVELIHOODS.

## Mozambique

INVOLVING WOMEN IN DEMINING HAS EMPOWERED THEM THROUGH INCOME-GENERATION AND PARTICIPATION IN DECISION-MAKING. IN 2014, MAPUTO PROVINCE WAS DECLARED THE SIXTH OF 10 NATIONAL PROVINCES TO BE FREE OF MINED AREAS.

## Nepal

MORE THAN

# 27,000

 PEOPLE,  
MOSTLY WOMEN AND MEMBERS OF EXCLUDED GROUPS, HAVE BENEFITED FROM THE LIVELIHOODS AND RECOVERY FOR PEACE PROJECT.

## Philippines

IN THE WAKE OF THE DEVASTATING TYPHOON HAIYAN, TEMPORARY EMPLOYMENT REACHED NEARLY

# 41,470

 PEOPLE.

## Papua New Guinea

THE FIRST COMPREHENSIVE GENDER-BASED VIOLENCE PREVENTION STRATEGY AND ACTION PLAN WAS ADOPTED.

## Fiji

A SUCCESSFUL TRANSITION TO AN ELECTED GOVERNMENT TOOK PLACE AFTER EIGHT YEARS OF A MILITARY-LED GOVERNMENT.

**GLOBAL**  
**THE SOLUTIONS ALLIANCE WAS LAUNCHED**  
TO CONNECT GOVERNMENTS, NGOS, ACADEMIC INSTITUTIONS AND THE PRIVATE SECTOR; THEY PURSUE INNOVATIVE PARTNERSHIPS TO ASSIST DISPLACED PEOPLE, EMPHASIZING SELF-RELIANCE AND DEVELOPMENT.

# PART 1. REDUCING AND MANAGING THE RISKS OF DISASTER AND CONFLICT

*More than 90 percent of disaster-related deaths occur in developing countries. In 2014, UNDP helped 105 countries to undertake comprehensive disaster risk reduction efforts.*

Disasters and conflicts threaten the lives, livelihoods and development prospects of millions of people. UNDP supports communities and governments to reduce and manage risks, and become more resilient when disaster, conflict or crisis cannot be averted.

More than 90 percent of disaster-related deaths occur in developing countries, and it is the poor, living in the most vulnerable places, who suffer most. In 2014, UNDP helped 105 countries to undertake comprehensive disaster risk reduction efforts. These included measures to understand and widely communicate disaster-related risks, identify existing hazards and vulnerabilities, share knowledge and best practices, develop laws and institutional capacities, strengthen early warning systems, improve preparedness, and put in place systems for emergency relief, response and recovery.

UNDP worked with national and local partners to support disaster recovery efforts that go beyond reconstructing pre-existing conditions to address underlying risks so communities can ‘build back better’. Countries also drew on UNDP assistance for climate change adaptation and mitigation measures, such as helping farmers calculate and respond to risks from changing weather patterns.

With support through the CPR TTF, conflict prevention and peacebuilding activities took place in 36 countries in 2014. Grounded in international commitments and standards, programmes focused in particular on setting up mechanisms to pre-empt future conflict and manage ongoing tensions. They helped empower community leaders and civil society organizations to discourage violence, establish inclusive and participatory structures for consensus-building, and train national and local mediators. New systems to analyse and monitor potential conflicts were set up to warn of possible reemergence and enable early responses.



*Alianzas para el Diálogo. Dialogue to avoid social conflict over resources, Peru. (Photo: UNDP Peru/Susan Bernuy)*



## IDENTIFYING AND MANAGING DISASTER RISKS

The critical first step towards mitigating threats is careful consideration of disaster risks. This needs to be systematically integrated in national and sub-national development plans, backed by well-functioning institutions, laws and policies.

The **Caribbean** is vulnerable to multiple natural hazards, such as tropical storms. In 2014, UNDP helped set up pilot risk reduction management centres linked to community early warning points in five countries in the region. The pilot was based on a successful model developed in Cuba with earlier UNDP assistance. In **Mozambique**, a partnership with authorities in Maputo produced a comprehensive disaster risk information management system and conducted a seismic risk assessment, both designed to improve urban planning choices.



*Filipino government is undertaking efforts to produce accurate and up-to-date flood models, which will help to save lives by warning communities in advance of potentially deadly floods. (Photo: VSO/Peter Caton)*

In **Iraq**, UNDP helped develop a national disaster risk reduction strategy and establish the Disaster Information and Management Centre. The country's first disaster risk reduction portal became available online, and serves as a means to collect and disseminate valuable disaster-related information. The portal aids vulnerable communities in anticipating and preparing for threats and provides timely, useful inputs for development planning.

Towards ensuring greater future resilience in **Bosnia and Herzegovina**, the first country-level assessment of landslide risks for housing took place. As a result, technical and engineering measures are being put in place in vulnerable locations. Flood prevention activities in 10 municipalities will help protect more than 3,200 households, a dozen public facilities and 1,200 hectares of land, all of which will directly benefit 11,500 people.

In **Uganda**, UNDP is helping to protect the country's coffee industry from a changing climate. Employing more than 2 million people, the industry contributes close to \$400 million to the national economy each year, but faces rising threats from heavy rainfall, floods and landslides. In 2014, UNDP continued to provide guidance to the Government to help measure possible climate impacts and then to take necessary adaptation measures, including bolstering irrigation systems, developing and planting stress-resistant crops, and improving seed and food storage. By talking to farmers, the project is also drawing out local knowledge to understand valuable coping mechanisms used by past generations.

## GENDER-RESPONSIVE DISASTER RISK MANAGEMENT

Recognizing that disaster risks and recovery distinctly affect women and men, gender responsive disaster risk management and preparedness planning is essential. In 2014, **Honduras** integrated gender provisions across local disaster risk management strategies for the disaster-prone Choluteca river basin, as well as across national disaster risk management policies and plans. Other advances have come through the development of sex-disaggregated data related to disaster loss and damage, and the active engagement of women in a livelihood recovery programme. In **Mozambique**, the recently approved Law on Disaster Risk Management emphasizes the need for gender considerations in all planning activities.

**Armenia, Honduras, Indonesia, Kenya, Nepal** and **Uganda** have turned to UNDP expertise for formulating gender-responsive climate risk management frameworks. Analysis conducted in Uganda, for example, has guided national planning around resilience and disaster risk management investments.

## AN ENABLING ENVIRONMENT

With successful disaster risk reduction and recovery predicated on a conducive institutional, policy and legal environment, in 2014, UNDP joined the International Federation of the Red Cross to launch the largest-ever comparative study of legislation for disaster risk reduction. The landmark study covered 31 countries. UNDP is using the findings to guide programmatic support, particularly related to disaster risk governance, a key element of the organization's work on disaster risk reduction as well as a priority in the Sendai Framework for Disaster Risk Reduction (2015-2030).

Co-chaired by the UK Secretary of State and the Administrator of the United Nations Development Programme (UNDP), the Political Champions Group for Disaster Resilience (PCG) is an informal group of like-minded leaders from international organisations, national governments (i.e. prime ministers), and the private sector. Its aim is to promote the integration of disaster resilience in national, regional and global development agendas by leveraging their political capital and that of their respective organizations. In addition to consolidating results in **Haiti** through the establishment of the thematic round table and in **Nepal** with risk assessments, the PCG in 2014 supported joint initiatives such as the Global Alliance for Resilience Initiative which focuses on **17 countries of the Sahel and West Africa** and the Global Alliance for Action for Drought Resilience and Growth which covers the **Horn of Africa**.

*UNDP joined the International Federation of the Red Cross to launch the largest-ever comparative study of legislation for disaster risk reduction. The landmark study covered 31 countries.*



## DISASTER PREPAREDNESS

When disasters strike, having the right systems in place to respond reduces the loss of life and prevents the rollback of development gains. Countries need capacities and contingency plans at both national and local levels to react promptly and efficiently. Abilities to quickly and comprehensively assess losses, and coordinate timely, risk-informed recovery are critical.

In 2014, UNDP helped advance preparedness in the **Caribbean** and **Central America** by training 78 government representatives from 20 countries and 10 staff from 2 regional entities on strategies and tools to rapidly assess and respond to post-disaster needs. Other assistance helped **El Salvador**, **Honduras** and **Nicaragua** to prepare recovery guidelines, and **Panama** to draft procedures specifically related to financial management during a disaster.

**Bolivia** used UNDP expertise to put systems in place for post-disaster recovery in 32 municipalities of the departments of La Paz, Oruro, Cochabamba, Beni and Pando, offering better protection for about 22,000 families. **Cambodia** launched a disaster loss and damage database that will make it easier to track costs and damages of future disasters. Over time, this helps predict where and when disasters may occur, and calculate expected losses – information that allows development planning to incorporate better risk reduction measures.

UNDP expertise helped **Sri Lanka** initiate its Comprehensive Disaster Management Programme, improve flood protection across the country, and clearly define roles and responsibilities within the Disaster Management Centre. It is now equipped to implement the National Emergency Operation Plan. In **Madagascar**, UNDP partnered with the University of Antananarivo to design a disaster risk reduction curriculum that has become part of the national education system, and aided the Government in designing cyclone and flood contingency plans, and running two regional simulation exercises.

UNDP continued its unique global partnership with DHL to help airports, typically hubs of aid delivery, during disasters. The partnership, ‘Get Airports Ready for Disasters’, works with local authorities and helps them to assess potential bottlenecks at the airport, prepare contingency plans and enhance measures to ensure emergency supplies are quickly distributed. In 2013-2014, airport staff in **Armenia**, the **Dominican Republic**, **El Salvador**, **Jordan**, **Panama**, **Peru**, the **Philippines** and **Sri Lanka** took part in assessments and training. **Armenia** has now developed an emergency plan and conducted a simulation exercise, while **Sri Lanka** is deliberating the integration of assessment recommendations in a national emergency plan.

UNDP Sri Lanka gets airports ready for disaster. (Photos: UNDP/Sri Lanka)





UNDP cash-for-work programme participants clear debris in Tacloban, Philippines. (Photo: UNDP/RV Mitra)

### BOX 1: SURVIVING TYPHOON HAIYAN – AND A CHANCE FOR A SAFER FUTURE

In November 2013, Typhoon Haiyan slammed into the **Philippines** as one of the most powerful storms ever recorded, affecting over 11 million people.

“I remember how scared everyone was,” says Marina Delubio, a resident of Barangay 88, one of the biggest suburbs of Tacloban City and among the most devastated areas. “We were clinging to the rafters of our semi-concrete house, but it sounded like the fury of the winds and the tsunami-like waves were still going to take us all away. My family and I were happy to survive, but in the next few hours we realized that we were left with nothing.”

The storm destroyed 80 percent of the homes in Barangay 88, and the streets were littered with bodies. The storm also caused massive destruction to public and commercial infrastructure, leaving most of the 2,500 families who live in the barangay without livelihoods.

“I lost my job in the beauty salon which was looted empty right after

the typhoon and was very worried for my family,” says Marina, a single mother of one, and breadwinner for four nephews and nieces, and an ailing 86-year-old mother.

With the first days following the disaster, UNDP was helping to remove debris. A cash-for-work programme provided jobs in clearing the rubble so emergency services could operate, and people could access schools, health clinics, roads and markets. Cash grants meant small businesses could restart despite lost capital or productive assets.

“UNDP was among the first to provide assistance to us,” says Barangay Captain Emilita Montalban. “It was a lifeline for survival at a time of desolation and chaos.”

Marina has welcomed the chance to use a cash grant to start a new business selling food. “I was able to get back on my feet. Today, we have a long way to go before we will have fully recovered, but my family’s future is brighter because I

have been able to maintain an income during this critical time.”

A year after the disaster, many homes and businesses had been restored, but the road to recovery still stretches ahead. It includes steps to better prepare for future threats, with climate change making storms only more frequent and violent.

Temporary employment across the affected area reached nearly 41,470 people and, beyond providing emergency assistance, UNDP is now helping the government to map areas that remain most vulnerable to future disasters. In Barangay 88, a pilot of the mapping programme is already helping families to resettle, with government assistance, in less dangerous locales. Other areas are establishing evacuation routes, shelters and early warning systems. These have quickly affirmed their immense value, playing a role in keeping casualties to zero in most areas affected by Typhoon Hagupit in 2014.

## PREVENTING AND MANAGING CONFLICT-RELATED THREATS

Carefully designed policies, well-functioning institutions and practices such as constructive dialogues are among the strategies that UNDP supports through the Crisis Prevention and Recovery Thematic Trust Fund to help countries peacefully manage tensions and conflicts, and reduce the risk of violence and instability.

Developing capacity in conflict management often begins with a base analytical framework that helps stakeholders understand and anticipate potential sources of conflict in order to consider approaches for conflict mitigation and prevention.

UNDP's conflict analysis tool, the Conflict-Related Development Analysis (CDA), was updated and applied in approximately 10 countries in 2014. The UN interagency tool has been acknowledged by partner agencies as an effective tool, and undertaking conflict analysis at the UNCT level has led to a common understanding of the context upon which to engage in strategic positioning and helped formulate a stronger UNDAF. The findings also inform the design and implementation of collaborative and/or coordinated conflict prevention and peacebuilding programming, observing principles of conflict sensitivity. The CDA is presently under consideration by the UN Working Group on Transitions (WGT) for endorsement and publication as an agency-neutral conflict analysis tool.



*Ethiopian officials and community members train in conflict-related development analysis methodology. (Photo: UNDP Ethiopia)*

In 2014, through a UNDP partnership with the UN Department of Political Affairs, 30 peace and development advisors were deployed to countries experiencing significant internal unrest. The advisors provided valuable political insights and analysis of rapidly changing political and social conditions – information that helped curtail election-related violence, civil or sectarian strife and cross-border tensions, including in **Bosnia and Herzegovina, the Comoros, Guyana, Malawi, Nigeria** and **Sri Lanka**. They have been increasingly brought in to support national dialogue and mediation, and the development of national ‘infrastructure for peace’.

## CONSTRUCTIVE COMMUNICATION AND DIALOGUE AT NATIONAL LEVEL

In 2014, after eight years of being led by the military, **Fiji** completed a successful transition to an elected government. UNDP provided training to re-establish the Parliament, and helped keep channels of communication and dialogue open among all relevant political parties and actors, building on an earlier ‘Roundtable on Peace and Development’. This instilled confidence

and encouraged collaboration among government, political party and civil society leaders. It facilitated, for instance, an agreement between the government and parties to lift restrictions on public assembly that in turn widened public participation in constitutional drafting.

Throughout 2014, **Guyana** continued to experience a tense political deadlock in both Parliament as well as in the wider Government. To ease tensions, UNDP facilitated conversations among key actors including leaders of political parties, civil society, faith-based organizations, the private sector and the Speaker of the Parliament. This took place directly as well as through ‘insider mediators’ or eminent local personalities. The conversations contributed to maintaining public peace as well as to an eventual agreement among the political leadership (partially also prompted by their own tactical considerations) to hold early elections in 2015. Guyana held its third peaceful election since 2006, prior to which all elections since independence had been accompanied by violence. National counterparts acknowledged UNDP for providing support critical to sustaining peace.

UNDP supported **Zimbabwe** to develop its National Peace Reconciliation Committee and to embed it in the Constitution. The Government is now working on legislation to guide all peacebuilding and reconciliation processes, while a network of local peace committees is active across the country to foster cohesion and spearhead conflict-sensitive development.

In **Bosnia and Herzegovina**, national leaders advocated for the expansion to other countries of Dialogue for the Future, a platform through which UNDP has helped reach previously marginalised groups and communities.



*A poster of the UNDP “Choose Life Without Weapons” campaign aiming to collect illegally possessed small arms and light weapons hangs in a Bosnian store window. (Photo: UNDP Europe and the CIS)*

## REDUCING RISK FROM FIREARMS

Controlling arms is a proven measure to reduce risks of violent conflict. In **Kenya**, longstanding UNDP efforts to help stem the tide of illegal guns continued to pay off. Permanent marking of more than 4,060 arms held by the police, prisons and wildlife services in northern Kenya helped curb the proliferation of illicit small arms and light weapons, and reduce armed violence, cattle rustling and cross-border conflicts.

Work in **Kosovo**<sup>1</sup> in 2014 helped the Ministry of Interior build capacities in the fields of ballistics and intelligence-led policing that lead towards improved public safety, with a new Law on Weapons that aligns with European Union standards. More than 4,000 weapons were destroyed. Investigations into crimes involving firearms increased by 20 percent due to the Kosovo Forensic Agency's use of specialized equipment to collect and reference gun crime data, and the training of 84 officials on tracing and identifying firearms and ammunition.

### BOX 2: WOMEN MAKE MOZAMBIQUE SAFE FROM MINES

"You could say my job is exciting," says de-miner Margarida Luis Siteo, as she works in a field in **Mozambique**. "It's hard work but I enjoy it. I feel empowered in such a position."

Siteo is one of many women working with UNDP's four humanitarian demining partners, which include Handicap International, Norwegian People's Aid, The Halo Trust and Apopo. With their help, Mozambique may be free of mines this year. Since 2012, 18 million square metres of land have been cleared, leaving an estimated 5.2 million square metres still contaminated by mines and unexploded ordnance. As long as mines remain, they threaten human lives, and undermine prospects for sustained peace and stability.

Involving women in demining has empowered them through

income-generation activities and participation in decision-making. But there are other benefits as well. Due to their role in working the land, fetching water and carrying wood, women and children are often most at risk of being harmed by mines. As victims, however, they can also be harder to account for, since they are typically not part of organized groups or demobilization efforts.

Women's participation is crucial at all stages of mine action: from surveying mined areas, to deciding where to begin clearance, to conducting mine risk education and post-clearance development. It provides a much fuller picture of the issues at stake, and increases the effectiveness of clearance efforts and measures to assist affected communities.

In 2014, UNDP helped co-ordinate the Third Review Conference on the Anti-Personnel Mine Ban Treaty. The event saw States Parties return to Mozambique, 15 years after their first meeting in Maputo, to jointly review what was accomplished as well as what remains to be done. Mozambique showcased its impressive progress, which has been due to the leadership of the government, the commitment of international donors, the coordination of UNDP and the dedication of women and men such as Margarida Siteo.

Maputo Province in 2014 was declared the sixth of 10 national provinces to be free of mined areas. More and more parts of the country are now safe for children to play and go to school, for farmers to grow their crops, and for entire communities to start living a normal, peaceful life.

1. Under UN Security Council Resolution 1244.



## BUILDING CONSENSUS FOR SECURITY AND STABILITY

Around the world, where diverging interests lead to or pose high risks of conflict, UNDP is widely respected as a neutral, trusted convener of inclusive mechanisms to address tensions. These aim at brokering consensus on common priorities that lead towards peace.

UNDP has provided sustained support to **Malawi**'s Public Affairs Committee, a national platform comprising the heads of all major religious denominations. It became a prominent public advocate for a free and peaceful presidential election, and amid high levels of tension between the sitting president and the major political parties, successfully organized a national pledge against violence signed by all presidential contenders. Committee members also identified potential scenarios that could lead to violence and were trained in mediation to diffuse these situations. When elections took place in May 2014, one scenario proved prescient, as a dispute over the vote count took



*A female member of an Explosive Ordnance Disposal team brushes sand off of a mortar shell in Mogadishu, Somalia. (Photos AU UN IST/Tobin Jones)*



A policeman patrols the beach on horseback in Hammamet, Tunisia. (Photo: Vladimir Varfolomeev)

### BOX 3: CONSOLIDATING TUNISIA'S DEMOCRACY

Despite provocations from extremists, **Tunisia**, in 2014, consolidated its democratic progress via the adoption of a new constitution, and the holding of widely-praised presidential elections. A key actor in this process has been the Tunisian General Labour Union, the country's largest trade union, which mediated among political parties. UNDP, the United Nations, the European Union and other development partners collectively provided low-key but extensive support for this role, recognizing that a credible and trusted internal intermediary could

provide a safe space for dialogue and confidence-building.

More broadly, UNDP helped civil society groups engage in national dialogue around the formulation and ratification of a new Constitution, which in turn laid the foundation for peaceful national elections.

Developing the capacities of judicial and security institutions, another focus of UNDP support, helps protect Tunisia's still-fragile democracy. In 2014, as part of security sector reform, three community policing trial programmes

have been established in different parts of the country. Each involves a local security committee bringing together civil society, local authorities and police representatives, ensuring high levels of engagement, transparency and responsiveness.

Six police stations opened in Hammamet. They are pioneering a new, community-focused approach to policing that makes it easier for citizens to interact with law enforcement. The recent Ministerial Policy on Community Policing is designed to bring police officers at large closer to the people they serve, and stresses the delivery of quality assistance and responsiveness to community concerns. To assist Tunisia in contending with crimes committed by past regimes, UNDP joined the Office of the High Commissioner for Human Rights and the Government in launching a Truth and Dignity Commission. It will investigate gross human rights violations since Tunisia's independence, and provide compensation and rehabilitation to victims.

The Commission is the fruition of a long, participatory process of national dialogue that unfolded with UNDP assistance. It was instrumental in ensuring that victims' and civil society voices were heard and heeded in the drafting of a transitional justice law.

place, but tensions dissipated following committee intervention and agreement by candidates to abide by a decision of the Supreme Court.

As **Uganda** heads towards national elections in 2016, UNDP continues to support the Inter-religious Council of Uganda and the National Elders' Forum. By 2014, political parties had reached agreement on reforming the electoral law, and on adopting a party code of conduct, although tensions remain high.



In the **State of Palestine**, UNDP has convened youth from across political factions in the West Bank under a common umbrella platform as well as in local youth councils. Through these, youth assess the performance of public services, advocate their perspectives and participate in reconstruction plans.

UNDP has fostered a concerted focus on development effectiveness to reduce social tensions in **Sri Lanka**, including by introducing a transparent process of results-based planning in six districts. It aims to improve service delivery, with a high degree of public participation. Over 3,000 government staff and 40 national trainers have been equipped with skills to conduct results-based planning.

Training for 31 women leaders in **Afghanistan** on negotiation and mediation in their communities added to a network of over 90 trained mediators. The women are working with religious leaders, families and media, and advocate for conflict resolution on issues related to insurgency as well as the sharing of common resources such as land and water. In **Comoros**, the UNDP-supported network of 'Les Femmes mediatrices' is active in preventing and resolving community conflicts.

#### BOX 4: MANAGING SCARCE RESOURCES TOGETHER

Following a popular revolution and inter-ethnic fighting in 2010, **Kyrgyzstan** has maintained relative stability and moved to deepen its democracy, including through several peaceful elections. In 2014, it took a critical step through a draft mediation law, the first of its type in Central Asia, which will underpin the peaceful resolution of conflicts. UNDP supported this process, building on early assistance that helped create a National Mediation Coordination Committee, develop a national network of local peace committees, and set up an early warning and response system.

Local peace committees are often called on to resolve issues related to the management of scarce resources.

In Zhapa-Saldy and Kyzyl-Ata, in the south of Kyrgyzstan, not far from where riots broke out in 2010, regular struggles over shortages of land and water often break along ethnic lines. One particular irrigation canal, which served many different villages, had become clogged with reeds and trees, which greatly reduced its flow and escalated tensions.

The UNDP programme encouraged communities normally leading separate lives to work together on solving common challenges to practice peaceful coexistence. With support from UNDP and participation of 70 community members, the canal was renovated. This prevented water from evaporating, and stopped overgrowth from trees and other vegetation. By

2014, water loss had been reduced by up to 50 percent, and the canal was irrigating larger areas of land for more than 3,000 people.

"The water can irrigate much larger areas of our farmland," says Artykbaev Rahmatilla, mayor of Zhapa Saldy. "It helps us avoid disputes."



Naryn communities farm in Kyrgyzstan. (Photo: UNDP Kyrgyzstan)

# PART 2. ACCELERATING RECOVERY AND THE RETURN TO SUSTAINABLE DEVELOPMENT

When a crisis occurs, UNDP works with the UN system to deliver immediate, coordinated and crisis-sensitive response and recovery and ensure inbuilt links to longer-term development objectives. For example, when a SURGE team is deployed to support a UNDP Country Office the approach is to formulate a plan that responds to the immediate needs of the crisis and simultaneously assist the country in thinking through an integrated resilience-based approach to recovery. Communities also become more resilient if people move from humanitarian dependency to self-sufficiency as soon as possible, setting in motion a faster return to peace and development. Wherever possible, UNDP works to address the underlying triggers of a crisis.

Through the Crisis Prevention and Recovery Thematic Trust Fund, in 2014, UNDP helped **45 countries**, quickly restore crucial public services, remove rubble, rebuild infrastructure, and provide emergency employment, and assistance to income-generating activities including small businesses. Essential services and opportunities for employment and livelihoods hasten recovery. These efforts promote trust between communities and authorities and reduce the likelihood of a relapse into violence.

Where conflict-related instability persists, the path to peace rests in part on people having a voice in decisions that affect them, knowing their rights are protected and being able to participate in rebuilding stronger, more inclusive societies. In 2014, UNDP assisted governments, civil society and communities in **36 countries** to take steps to uphold and protect human rights, and open doors particularly for groups experiencing discrimination and marginalization, such as people with disabilities, indigenous ethnic groups, women and youth. It aided in developing the capacities of parliaments and constitutional reform processes, and worked with civil society organizations to improve their abilities to advocate for the poorest, most disadvantaged groups.



*Recovery and reconciliation projects in South Sudan train participants in catering, hairdressing and tailoring. (Photo: UN Photo/JC McIlwaine)*

## EARLY ECONOMIC REVITALIZATION

Opportunities for livelihoods and services to restart small businesses expedite the return to normalcy after a crisis, giving people income, and a sense of hope and agency. They are the foundation for individual resilience and the rebuilding of economies, as well as peace in cases of conflict. UNDP focuses on the immediate stabilization of livelihoods as well as the transition towards more socially, economically and environmentally sustainable development.

Over 230,000 men and women in crisis-affected countries received emergency employment in 2014 through UNDP programmes, often linked to the restoration of public spaces and essential services. More than 17.5 million people directly or indirectly benefitted from UNDP assistance geared towards providing livelihood opportunities and providing better access to infrastructure and essential services.

In four communities in the **Democratic Republic of the Congo**, UNDP helped conflict-affected populations reintegrate into their communities through temporary employment opportunities and rehabilitation projects that have improved access to essential social services for more than 105,000 people.

Nearly 37,000 vulnerable households in 48 communities in **Sudan's** Darfur region were able to obtain livelihood assets, agricultural and income generation skills, temporary labour and assistance in marketing common local commodities. A UNDP partnership with the UN High Commissioner for Refugees in East Sudan has equipped 3,000 refugee and host community households with training and inputs to boost agricultural and animal production.

Several areas of **Pakistan** host people displaced by conflict or disaster. More than 518,000 individuals and almost 3,000 community organizations have taken part in over 1,500 projects to improve solar power, irrigation, street paving, drainage, water, sanitation, health and education.

After **Peru's** Andean highlands were hit by severe snowstorms in 2013, UNDP worked with regional authorities throughout 2014 to coordinate and plan the recovery process, with a strong emphasis on the development of investment projects, livelihoods and housing.

Youth unemployment was one of the major drivers of the civil war in **Sierra Leone** and remains a serious threat to peace today, with an estimated 800,000 people between the ages of 15 and 35 actively searching for jobs. Most young people lack skills and education. UNDP supports multiple youth employment programmes that emphasize reaching out to people confronting



Construction work in Conakry, Guinea, supports early economic recovery. (Photo: UNDP Anne Kennedy)



the greatest challenges to working, such as those with disabilities. The programmes have helped transform the lives of thousands of young people, with a recent study showing an average increase in participants' incomes of more than 197 percent, along with improvements in food security and the ability to afford school fees.

In 2014, the worst floods in 100 years swept through the Balkans, affecting over 4 million people. Many areas were completely submerged, cut off and without electricity, potable water and communications for days. Some communities saw most of their crops washed away. UNDP launched recovery programming immediately in **Bosnia and Herzegovina, Croatia, Kosovo<sup>2</sup>** and **Serbia**. In Bosnia and Herzegovina, for example, extensive rehabilitation efforts assisted with the construction of houses, infrastructure, public facilities, health care centres and schools. Immediate livelihoods support that included cash-for-work projects, and distribution of animal feed, seeds and greenhouses reached more than 8,000 people.

## PARTNERSHIPS AND INTER-AGENCY COORDINATION IN POST-CRISIS SETTINGS

UNDP partners with other agencies, such as World Bank and European Union, on crisis prevention and recovery issues and supports governments in conducting their post-conflict (PCNA) and post-disaster (PDNA) needs assessments. The PCNA and PDNA are a common assessment for governments and all international donors, and avoid the burdensome practice of conducting multiple exercises to assess damage and needs. It helps align support behind a single nationally-led assessment, which can then be used to shape a recovery framework.

For example, in the **Philippines** following Typhoon Yolanda/Haiyan, UNDP supported the drafting of the governance chapter of the Post-Disaster Needs Assessment methodology and assisted municipalities in their recovery response planning. UNDP also developed an integrated local governance, livelihoods, environmental protection and disaster risk reduction project. In **Ukraine** a joint UN/WB/EU Recovery Needs Assessment process took place, which informed the development of the Governance and Recovery Rapid Intervention Project (GRIPP) implemented with support from the CPR TTF. In addition, as part of the overall recovery initiative together with the World Bank and the EU, UNDP, on behalf of the UN, is co-leading the

*The PCNA and PDNA are a common assessment for governments and all international donors, and avoid the burdensome practice of conducting multiple exercises to assess damage and needs. It helps align support behind a single nationally-led assessment, which can then be used to shape a recovery framework.*

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2. Under UN Security Council Resolution 1244.

*UNDP has become a leading actor in the response in Syria and neighbouring countries, using a resilience-based approach that seeks to restore livelihoods, expand access to essential services, create jobs and maintain social cohesion.*



*Internally displaced persons and community members remove debris from crisis-affected neighborhoods in Homs, Syria. (Photo: UNDP Syria)*

### **BOX 5: JOBS HELP PEOPLE COPE AS A CONFLICT SPILLS OVER BORDERS**

By the end of 2014, the four-year-old conflict in Syria had killed 220,000 people and displaced more than 50 percent of the country's population, over 10 million people, within Syrian borders or in neighbouring states. Nearly 3.3 million registered Syrian refugees had sought shelter in Egypt, Iraq, Jordan, Lebanon, Turkey and North Africa.

The conflict has drastically undercut human development achievements. Homes have been destroyed, hospitals and schools have been destroyed, and jobs and livelihoods lost. Four in five Syrians now live in poverty; 55 percent are unable to access basic necessities; 20 percent struggle to survive in conflict zones.

Regional stability has come under pressure as refugees flood into already poor

regions in bordering countries, straining carrying capacities in host communities in terms of employment, housing, service delivery systems and social relations—especially in Jordan, parts of Iraq and Lebanon.

The crisis has gone beyond the typical humanitarian scope of providing food, shelter and essential services. It now encompasses a complex set of security and development challenges, including the destabilizing influence of groups like ISIS, which rose to prominence in 2014. In the face of these concerns, UNDP has become a leading actor in the response in Syria and neighbouring countries, using a resilience-based approach that seeks to restore livelihoods, expand access to essential services, create jobs and maintain social cohesion.

Within Syria, dozens of projects have helped communities cope, for example, by providing temporary jobs, clearing debris, aiding local businesses to recover, distributing productive assets, supporting essential health services, assisting people with disabilities and removing solid waste.

In 2014, UNDP interventions improved living conditions for more than 2.3 million crisis-affected people. More than 400,000 people benefited directly from livelihood support, including 200,000 women, through emergency employment, and training, assets and other forms of assistance to restore livelihoods. The removal and disposal of solid waste and rehabilitation of infrastructure bolstered the well-being of nearly 2 million people.

No one in Syria has escaped the crisis. Mohammad, a former resident of Aleppo, was once a prosperous citizen who never thought that he would be forced from his home by violence. But by mid-2013, two years without work had left his family facing extreme poverty, with no beds or blankets to protect them from the cold winter. And there was worse news to come when his three-year-old daughter was diagnosed with cancer, requiring expensive radiotherapy in Damascus.

Through a UNDP project, Mohammad finally found a way to earn some income by removing rubbish and rubble from the streets, keeping the community clean and reducing the spread of disease. The money has been enough to significantly improve his family's living conditions, even covering his daughter's medical treatment. "I'm capable now of traveling to the medical centre so my little daughter can finalize her radiotherapy sessions," he says. "This will save her life."

In countries neighboring Syria, UNDP helps host communities contend with the influx of refugees by improving infrastructure, and boosting local economic and employment opportunities – especially for vulnerable groups, such as young people, those with disabilities and women. Other actions aim to resolve, mediate and prevent conflict.

With the Syrian refugee population in Lebanon surpassing 1.2 million in 2014, UNDP joined community leaders and journalists across the country to raise awareness about the plight of refugees, improve communications with refugee groups and train communities on conflict resolution. In parallel, the Host Community Support Programme has bettered water, sanitation, waste collection and health services for over 600,000 people. The programme also supports income generation projects, improves shelter and assists local communities with renewable energy solutions. Rehabilitation of the Saida waste dump has benefited local residents and fishing cooperatives.

In Jordan, where more than 700,000 Syrians have fled since 2011, and in Iraq, with an estimated 250,000 Syrian refugees, UNDP has similarly worked with national government and UN partners to mitigate impacts on host communities.

For 38-year-old Jordanian Amira Rizk Abu Bqeira and her family, the influx of refugees has left them, like many Jordanians, facing overcrowded conditions, unaffordable accommodation, and a strain on local resources and infrastructure. To make matters worse, investment is disappearing, prices have risen and competition for local jobs has intensified.

Amira, however, found a way forward by completing a UNDP training programme on entrepreneurial skills.

It covers such subjects as financial planning, marketing, product sales and environmental sustainability.

Amira has since been able to take advantage of a business idea she had some time ago. With approximately \$8,500 that she received at the end of the training course—a benefit provided to the most promising entrepreneurial proposals—she set up a business that obtains defective diapers from a local factory at low cost, repairs and repackages them, and sells them at a fraction of the cost of well-known brands.

"This training is an opportunity for housewives who did not have professional experience to enter the labour market," Amira says. "The challenging economic situation pushed me to enroll, so I can help my husband, who is unemployed. Now I am familiar with marketing and production, and I know how to run my business."

Part of her business plan involves employing those who need it the most. "I also plan to employ women who are facing very difficult life conditions, such as divorced or unemployed women and widows. This way they can help their families and kids improve their living conditions."



*A farmer uses a recently rehabilitated Roman well. (Photo: UNDP Syria)*





Monrovia volunteers train on sensitization, awareness, contact tracing and aiding the national task force in the fight against Ebola. (Photo: UNDP/Morgana Wingard)

### BOX 6: SUSTAINING CARE IN THE FACE OF THE EBOLA EPIDEMIC

In 2014, West African nations faced the worst outbreak of the deadly Ebola virus in history. For the first time, the spread of the virus reached epidemic proportions. By the end of the year, nearly 8,000 people had died, with over 20,000 confirmed and probable cases in Guinea, Liberia, Mali and Sierra Leone. The World Health Organization declared the epidemic a public health emergency.

The roots of Ebola's spread lay in extreme poverty, densely populated cities, long neglected health-care systems and an inadequate official response in the early days of the disease. At the start of the epidemic, health systems in affected countries were already among the weakest in the world, possessing just 10 to 20 percent of the internally recommended health care workforce. Other factors fanning the spread of the virus included local burial customs that entailed washing the body after death.

Besides the alarming death toll, the virus could exacerbate poverty and stall development in affected countries for many years to come. Economic and

social gains achieved since peace was restored in Liberia and Sierra Leone are under threat, as is Guinea's democratic transition.

In its first months, the epidemic slowed economic growth and closed businesses, diminishing livelihoods for some of the poorest and most vulnerable people in the world. It pressured government budgets, limiting their capacity to provide essential services, and eroded trust among communities, destroying confidence in health and government services. Other costs came from a fall in trade, closed borders, flight cancellations, and declines in foreign investment and tourism.

UNDP engaged with diverse partners to help affected countries end the disease and mitigate long-term impacts. Work with communities, local leaders and networks of volunteers focused on identifying cases, tracing contacts and educating people on how the disease is spread and how to avoid it. Complementary efforts raised awareness to fight stigma, reintegrate survivors and support their families.

UNDP assisted in making welfare payments to vulnerable communities affected by the disease, reaching out especially to orphaned children, survivors and families who had lost relatives, as well as those who had been deprived of their livelihoods. Economic impact studies will inform recovery plans, quantifying, for instance, the tremendous tolls taken by job losses and falling wages.

One major element of UNDP's support entailed assisting governments in setting up payment and other systems to assist Ebola response workers, such as treatment centre staff, lab technicians, contact tracers and burial teams. In its early days, Ebola hit these workers hard, with hospital and other medical staff accounting for up to 10 percent of deaths in some areas.

To ensure that vital health-care workers stayed at their posts, and to counter any logistical challenges in paying staff caused by the disease, UNDP worked closely with governments and a range of international partners to identify all institutions involved in combatting Ebola, and ensure they had systems to identify, track and pay workers correct salaries plus incentives for hazardous work.

This meant that nearly 50,000 Ebola response workers, around 70 percent of the total across Guinea, Liberia and Sierra Leone, received their salaries in full and on time. In Sierra Leone, partnerships with commercial banks and mobile financial services providers allowed the digitization of 100 percent of payments, which could be delivered instantly and accurately across the country.

Pélé Bilivogui, General Secretary of the National Ebola Response from the Guinean Ministry of Health, notes, "Staff are motivated. UNDP has...already taken important measures (that have) made a fundamental difference."

## PART 2. ACCELERATING RECOVERY AND THE RETURN TO SUSTAINABLE DEVELOPMENT

Post-Conflict Needs Assessment. The 2<sup>nd</sup> World Reconstruction Conference in Washington, DC, co-organized by UNDP, the World Bank and other partners in 2014, showcased the extensive work in post-crisis contexts done through such partnerships. UNDP also spearheaded the Solutions Alliance, launched in 2014 to connect donor governments, governments affected by displacement, international and national NGOs, academic institutions and the private sector. Through innovative partnerships, they support new approaches to addressing forced displacement, emphasizing transitions for affected people based on increasing self-reliance and development. The initiative is currently co-chaired by Denmark, the UN High Commissioner for Refugees, UNDP and the International Rescue Committee. Two national groups have been established, in Somalia and Zambia.

Building on the work of the G7+ and the International Dialogue on Peacebuilding and Statebuilding, the New Deal serves as a framework for supporting countries in their efforts to address fragility and prevent future

*UNDP supported a 300-unit housing project in Rafah. (Photo: UNDP Programme of Assistance to the Palestinian People)*

### BOX 7: A FAMILY FINALLY GETS A HOME

In 2014, fighting escalated in the **State of Palestine**. Nearly a month of armed conflict killed more than 2,220 people, and destroyed schools, businesses, hospitals, water and sewage systems, power supplies, roads and other critical socio-economic infrastructure. An estimated 140,000 housing units were damaged, of which 20,000 homes were totally destroyed. Almost a quarter of Gaza's 1.8 million people were displaced.

The conflict exacerbated already bleak living conditions in Gaza. UNDP responded by helping to remove rubble and clear streets, fix power supplies and restore solid waste systems. A partnership with the United Nations Mine Action Services (UNMAS) ensured clearance and safe disposal of unexploded ordnance. Other efforts focused on rebuilding damaged housing for displaced

families and providing cash assistance for relocation to over 4,300 non-refugees whose homes were severely damaged. New income opportunities have come from small business grants.

To help guide longer-term recovery, UNDP carried out the first detailed survey of damage to Gaza's economy and infrastructure, cataloguing losses in manufacturing and agricultural capacity, and the destruction of school, hospitals, power generators, telecommunications towers, sewage treatment plants and other essential services. Government estimates have calculated damage to water and sanitation infrastructure alone at nearly \$35 million.

Taghreed Abu Al Amarin, a mother of nine children, became her family's sole provider after she lost her husband in 2013. The family once



lived in a home near the buffer zone in Beit Lahia, but during an Israeli invasion, the house was demolished. They were forced to move—ending up in a tent. Today, under a UNDP house-building project, they finally have a place to call home again, a three-room apartment.

There is still far to go in the recovery process, but the restoration of homes, jobs and services offers people footholds to rebuild their lives.

crisis and conflict, based on strong national ownership and leadership. In **Afghanistan**, a New Deal study was launched in 2014 under the leadership of the Aid Management Directorate of the Ministry of Finance, and an inclusive stakeholder analysis was conducted, both of which will feed into a fragility assessment and identification of progress indicators. UNDP and the UN New Deal team provided substantial technical and financial assistance to **Somalia** for the effective establishment of the Aid Coordination Unit (ACU) at the Ministry of Finance. It has now taken overall lead role in coordinating both Somali and international partners in the implementation of the Compact through the Somalia Development and Reconstruction Facility (SDRF).

### REINFORCING SOCIAL COHESION AND TRUST THROUGH RECOVERY

*In partnership with the Berghof Foundation, UNDP has developed policy guidance for international actors on the transformation of armed and banned groups into peaceful political actors, often a central component in the transition to peace.*

Recovery processes that reinforce social cohesion and trust speed the return to sustainable development or can address issues that otherwise leave people vulnerable to new disasters or conflicts. UNDP assists this process through convening dialogues, encouraging broad participation in peace and reconciliation measures, and advocating equitable access to justice. Fostering peaceful political processes establishes new traditions of expression that reduce risks of the return to violence.

Globally, a UNDP partnership with the Berghof Foundation has developed policy guidance for international actors on the transformation of armed and banned groups into peaceful political actors, often a central component in the transition to peace. The exercise drew on extensive research and global consultation, including with members of armed and banned groups. The guidance will be applied in four target countries during 2015.

For several years, UNDP has helped survivors of the conflict in **Colombia** to participate in peace talks between the Government and the FARC, including through establishment of the National and Regional Forums on Victims. In 2014, nearly 3,200 citizens, almost half of whom were women, contributed perspectives, setting a precedent for recognizing and realizing their rights, including to reparations. With UNDP support, 60 victims attended the talks; 70 percent of their proposals have been used in drafting agreements. UNDP collaboration with victims' organizations has resulted in the return of 50,000 hectares of land to 33 indigenous communities. Other initiatives to legalize land use, provide access to basic services and generate income opportunities assisted more than 38,000 displaced people in 17 locations.

**BOX 8: LOCAL DISPUTE GIVES WAY TO DIALOGUE AND RECONCILIATION**

“It is painful to remember how my husband was brutally murdered in front of me and our children,” says Elizabeth Sobu, a resident of the South Eastern town of Zwedru, on the border between **Liberia** and **Côte d’Ivoire**. “We survived only by the grace of God.”

Sobu is a refugee from a localized conflict that since 2010 had raged between supporters of Allasane Quattara and Laurent Gbagbo along the Liberian-Ivorian border. But a steamy afternoon in late 2013 turned out to be a historic moment for Sobu and her community.

After Allasane Quattara, President of Côte d’Ivoire, and Ellen Johnson Sirleaf, President of Liberia, as well as elders from the two warring cross-border factions met to discuss reconciliation, the years of hostility came to an end.

The conflict began in 2010 after a civil war in Côte d’Ivoire displaced hundreds of thousands of people, causing a flow

of refugees into Liberia and sparking instability and competition for land and resources. Multiple cross-border raids and feuds killed an estimated 10,000 people and displaced more than 100,000.

Following the talks, both Presidents signed a joint treaty to improve border security, empower young people and allow refugees to return home. They also committed their countries to creating a joint working group to implement the peace agreement.

“We must find new ways to enhance our cooperation and collaboration, and explore all avenues to make sure that there will never be conflict again between our two countries,” President Sirleaf said, stressing strong cultural and historic ties.

The talks, organized through the Liberian Ministry of Internal Affairs, were the first time that chiefs and elders

from both Côte d’Ivoire and Liberia had sat down to discuss reconciliation. Anyone who committed crimes or offenses during the conflict was invited to come forward and publicly seek forgiveness.

As well as helping to organize and advise those involved in the talks, UNDP is also trying to bring peace to the region by empowering chiefs, elders and youths as local mediators and facilitators of future dialogue.

While villagers are still concerned about armed groups in Côte d’Ivoire, unofficial checkpoints, difficult access to medical and psychological care for those who suffered trauma, and employment insecurity, the peace agreement is an important step forward. Many of the people uprooted by fighting have returned home, and although 12,000 refugees from Côte d’Ivoire still live in a camp in Liberia, many say they are now more optimistic about the future.



*Ex-combatants receive technical training in Bouaké, Côte d’Ivoire. (Photo: UN Photo/Abdul Fatai)*



**South Sudan**, the world's youngest nation, was making notable progress until violence erupted across the country in 2013, killing thousands, destroying critical infrastructure and forcing over a million people to flee their homes. There is an urgent need to build peace and strengthen social cohesion among affected communities and political groups, while focusing on long-term development. Steps have already taken place to strengthen health systems with UNDP support, and even in the midst of conflict, South Sudan achieved modest gains in maternal health and combatting HIV and AIDS, malaria and other diseases.

UNDP is also supporting national healing, peace and reconciliation as well as measures to increase civic engagement in the constitutional review process, widen the space for debate within political parties and civil society/communities, and improve access to justice and the rule of law. In Juba, the capital of South Sudan, a pilot mobile court initiative has helped to clear case backlogs and address prolonged and arbitrary detention, and South Sudan's Legal Aid Strategy and action plan was completed. The country's first Police Emergency Call Centre, staffed by over 500 newly trained police personnel, gives public access to the police from any mobile phone, toll free, 24 hours a day.

In 2014, the signing of the Comprehensive Agreement on the Bangsamoro between the Government of the **Philippines** and the Moro Islamic Liberation Front ended a four-decade civil conflict that killed over 100,000 people and

### BOX 9: ADDRESSING THE ROOTS OF CONFLICT

The **Central African Republic** has been mired in an escalating civil conflict since the breakdown of political stability in December 2012. By the end of 2014, violence had killed thousands of people and left over half the population of 4.6 million in urgent need of humanitarian aid. Fighting has destroyed critical infrastructure and basic social services, and dramatically increased vulnerability in what was already one of the world's poorest countries.

Between July and September 2014, the country achieved milestones that suggested room for hope, however, including a cessation of hostilities

agreement between warring factions and the arrival of the new United Nations Multidimensional Integrated Stabilization Mission. Humanitarian action is still imperative, but so are efforts to address the underlying drivers of the crisis. UNDP has been active on multiple fronts, working to restore peace, authority and livelihoods, foster reconciliation, re-establish a functioning state, and help the country move to a more robust development path.

One emergency programme has reactivated systems to access justice, including through granting temporary stipends to police, the judiciary and gendarmes to

resume rule of law functions. UNDP also ensured that basic equipment, such as office furniture and vehicles, have kept courts and other judicial institutions functioning, and allowed the resumption of patrols by security forces throughout the capital, Bangui. The Ministry of Security was able to deploy guards for protection of the courts, airport and surrounding areas of the city. Assisted by joint UN committees and a joint inspection unit of the gendarmerie/police, the Ministry also began an investigation to determine if security personnel were involved in any human rights violations during the conflict.

displaced 12 million. Since 2012, a UNDP partnership with the World Bank has assisted both parties to address issues in establishing the semi-autonomous region. UNDP also played an informal but substantive intermediary role between the two sides, building confidence and helping to identify points of convergence, particularly in relation to the transition of armed entities to civilian roles, and power-sharing. Both the President of the Philippines and the chairman of the Front openly recognized the value of UNDP's contribution.

UNDP has encouraged key stakeholders in the peace process in **Cyprus** to explore underlying conflict dynamics. This opens the door for developing consensus and policy recommendations rooted in deeper understanding and evidence. Recommendations in turn have been shared with the negotiating teams, the UN Good Offices, civil society, political parties and local authorities. The impact has been evident on several fronts. Turkish Cypriot authorities, for example, abolished the requirement for visitors to complete a visa form, which had often been cited as a barrier to Greek Cypriots crossing to the Turkish Cypriot side.

Ongoing UNDP engagement with victim support organizations in **Nepal** resulted in the provision of legal aid for more than 900 people in five districts, while in part due to efforts to boost awareness of relief packages, nearly 8,200 conflict survivors received government compensation. Training for 300 local leaders of victim associations and survivors lent strength to their advocacy efforts, leading to the creation of the Common Victim Platform, where organizations will speak with one voice to advance victims' rights in the transitional justice process.

Seven UNDP-supported dialogues took place in the most conflict-prone regions of Nepal in 2014, convening political party leaders, government officials and civil society actors to discuss their concerns. In one area, religious leaders trained on conflict prevention diffused tensions between different religious communities. The Senior National Facilitators' Group has helped prevent the escalation of regional and local conflicts, and reduce violence linked to national political deadlocks. The group has also been involved in dialogue on land reform, an issue critical to stability and poverty reduction.

Community security planning, involving strong participation of community members, was introduced with UNDP assistance in six locations in Nepal, and is expected to expand to an additional 18 by the end of 2015. In three districts where poverty, conflict and natural disasters have severely undercut development, the Livelihoods and Recovery for Peace Project has assisted over 27,000 people, mostly women and members of excluded groups. Activities encompass formulation of a strategy to combat gender-based violence.



*Cyprus Dialogue Forum (Photo: UNDP)*

# PART 3. STRENGTHENING INSTITUTIONS TO DELIVER CRITICAL SERVICES

*A responsive state that is able to ensure the provision of public goods and services in a fair and equitable manner is the foundation of a positive social contract between the people and the state, and is essential for peace, stability and sustainability.*

Limited access to basic services remains a critical bottleneck to the achievement of vital development outcomes, particularly in countries affected by natural disasters and conflict.

Social services such as health, nutrition, education, and water and sanitation, economic services that offer access to higher quality assets (e.g. natural resources, energy, credit), and services related to justice, security and the rule of law are essential towards creating an environment that is protective of lives, employment, livelihoods and property.

In fragile and post-conflict countries, political schisms, capacity gaps, absence of accountability and ineffective state institutions become obstacles for service delivery and erode trust and confidence. A responsive state that is able to ensure the provision of public goods and services in a fair and equitable manner is the foundation of a positive social contract between the people and the state, and is essential for peace, stability and sustainability.

Inclusive and effective governance functions at local and national level coupled with the rule of law address the causes of conflict, strengthen social cohesion in society and support post-conflict or disaster recovery efforts.

## PROMOTING THE RULE OF LAW, JUSTICE AND SECURITY

Re-establishing justice, security and the rule of law is essential for reducing tension and mitigating the legacy of violence, and increasing safety and security for all. In 2014, UNDP worked in **38 countries** plagued by violence, conflict and high levels of crime, encouraging measures to strengthen the rule of law, and institute long-lasting accountability between citizens and their governments. This helped national authorities protect communities, reduce violence, address the circulation of small arms and ensure the delivery of services, including to the most vulnerable communities.

Some of the most important institutions for heading-off conflicts and maintaining peaceful societies are those within the judicial system. A system with





*UNDP staff works with the internally displaced at the Shariya cultural centre in Dohuk, Iraq. (Photo: UNDP Iraq)*

efficient, transparent and effective processes is essential to the rule of law, and bolsters public confidence that security and justice will be upheld. All citizens have the right to access justice through the legal system, and it is essential to ensure that legal aid services reach the poor and vulnerable in particular. In **Iraq**, court-based legal aid help desks have been set up in six cities and seven legal assistance centres inside camps for refugees and internally displaced people, serving over 6,000 people in 2014. A referral system between judicial institutions helps extend services to vulnerable groups and communities.

In 2014, **Guinea-Bissau** used UNDP assistance to establish five legal aid clinics offering services to more than 6,000 people. Public information campaigns raised broad awareness of legal issues related to female genital mutilation and domestic violence. Other assistance helped train magistrates, vital to efforts by the Ministry of Justice to expand judicial services across the country. A civil society monitoring system managed by a national human rights organization has begun assessing compliance of judicial decisions with domestic legislation and international human rights standards.

In **Afghanistan**, UNDP has aided in improving the payment of salaries to police and prison guards by introducing an electronic funds transfer system. It makes processing more efficient, and cuts down on errors and potential discrepancies. By the end of 2014, the system was handling payments to more than 97 percent of police and prison officers, contributing to improved management of national security. UNDP has also backed dedicated recruitment campaigns that have brought a record number of women into the police force, with numbers up from 500 in 2010 to nearly 2,000 in 2014.

With support from UNDP, the Humura Centre in **Burundi** expanded free legal aid to survivors of gender-based violence through an additional 12 legal aid centres across the country, including in remote areas. Specialized chambers on gender-based violence have been set up in courts and prosecution offices, and nearly 200 judges trained on the issue. In the **Democratic Republic of the Congo**, UNDP, together with the UN peacekeeping mission and the United Nations Population Fund (UNFPA), provided assistance to military courts in North Kivu, South Kivu and Ituri in hearing hundreds of cases of sexual and gender-based violence. More than 700 survivors obtained legal aid in 2014, and an additional 950 accessed psycho-social support.

Working across the United Nations, UNDP works with DPKO to ensure joined up approaches to the rule of law, justice and security through the Global Focal Point mechanism supported by the CPR TTF. The mechanism aims to ensure coherent multi-agency strategies for the rule of law with

*Working across the United Nations, UNDP works with DPKO to ensure joined up approaches to the rule of law, justice and security through the Global Focal Point mechanism supported by the CPR TTF.*

peace operations and relevant entities such as OHCHR and UNWOMEN. This focus is complemented by other partnerships for improving small arms, reducing armed violence and promoting community security with Member States and a joint project with UNODA to implement the International Small Arms Control Standards.

## DELIVERING ESSENTIAL SERVICES

The restoration of essential public services and the basic functions of governance is critical for individuals and communities to recover from crisis. It is also key to public trust in government capacity to deliver.

After an earthquake hit **Guatemala**'s department of San Marcos in 2014, UNDP helped local officials assess socioeconomic and housing conditions in affected areas, information that guided the distribution of housing subsidies to nearly 2,300 families. As houses are rebuilt, they integrate features to reduce risks from future disasters. Five municipalities have developed construction regulations that will systematically lower seismic risks in all construction. In **Afghanistan**, UNDP support for local development, which underpins prospects for stability, helped extend access to better services and livelihood opportunities to 2.8 million women and men in 31 provinces. In **Iraq**, UNDP has assisted in developing sustainable infrastructure for water, electricity, transport and sanitation that benefits 10,000 internally displaced people.

Restoration of basic services is often planned as part of a comprehensive recovery framework. In 2014 in **Ukraine**, UNDP coordinated UN support for a Recovery and Peacebuilding Assessment of the government-controlled areas of the eastern region, in partnership with the Government, European Union and World Bank. The report, endorsed through a Cabinet resolution in 2015, has become the primary national framework for managing recovery and peacebuilding over the short-to-medium term, covering infrastructure and social services, economic recovery, and social resilience, peacebuilding and community security. UNDP has also been instrumental in assisting with governance architecture to back effective implementation of the assessment, with a proposed Council for Recovery of Eastern Ukraine currently under Cabinet review. It serves as a high-level forum for policy dialogue with international partners, under government leadership. Given the many dimensions of the crisis in Ukraine, UNDP is also strongly involved in efforts that cover key issues such as mine action, local development, livelihoods support for vulnerable groups, anti-corruption and transparency, human rights and constitutional reform.



*Tanzanian police officer Grace Ngassa (left) interacts with a woman resident of Zam Zam camp for internally displaced persons near El Fasher, capital of North Darfur, as a community-policing volunteer Jazira Ahmad Mohamad (centre) observes. (Photo: UN Photo/Albert González Farran)*

# PART 4. TSUNAMI REFLECTIONS, TEN YEARS LATER

The Indian Ocean tsunami was one of the worst disasters in history, a tsunami that struck on 26 December 2004 and killed more than 230,000 people in 15 countries, displacing more than 1.6 million people, causing up to \$14 billion in property damage, and increasing the proportion of people living below the poverty line by up to 50 percent in some areas.

It has been a decade since billions of dollars were mobilized to help those affected countries. What has changed, and what lessons have we learned for future disasters?

Time has provided cruel hindsight: If a tsunami early warning system had existed across the Indian Ocean region in 2004, tens of thousands of lives could have been saved. Ten years later, disaster planners and others in the countries around the Indian Ocean have become better prepared, with substantial UNDP support. A critical component of the disaster risk reduction response across the region, building on key lessons learned from the 2004 tsunami, revolves around a new early warning system.

Yet early warning is not a stand-alone endeavor. It is inextricably linked with improvements in broad disaster risk governance and coordination; with assessing, understanding and communicating risk; and with integrating risk into overall development planning.

The tsunami response was also the first large scale test of ‘build-back-better’. Efforts to promote livelihoods, rebuild and repair homes and replace infrastructure were also designed to build resilience to future shocks; with community preparedness and local-level implementation; and with social inclusion through partnerships involving women and vulnerable groups. From **Indonesia** to **Sri Lanka** to the **Maldives**, UNDP helped repair thousands of homes, restored livelihoods for hundreds of thousands of people, replaced or repaired fishing boats, trained affected people in new skills like sewing or fish processing, making them less vulnerable to future disasters, and helped clear millions of tons of debris through cash for work programmes. These were relatively new ideas at the time, but have become staple components of UNDP’s response to disasters today.

*A street sign in Ranong, Thailand, warns the local population of potentially hazardous conditions on the 10th anniversary of the Indian Ocean Tsunami. (Photo: USAID/Richard Nyberg)*





For those of us in UNDP who worked relentlessly for weeks and months to respond to the tsunami, this 10th anniversary brings memories of horror, but also of hope and extraordinary human resilience. Over the last decade, UNDP has recognized key windows of opportunity to promote disaster risk management policy across the Asia-Pacific region. It has assisted with the development and enactment of new disaster preparedness laws in **Sri Lanka** and **Indonesia**, as well provided indispensable advice to similar processes in **Viet Nam, Lao PDR, Timor-Leste** and **Philippines**.

Key challenges still remain. Detailed risk assessments and risk reduction measures are still incomplete. Capacity development, monitoring and evaluation, and community and media education on disaster risk reduction all require constant attention. Gaps in our understanding of seismic and sea level data continue to exist, and urgent action is needed to strengthen the exchange of observational data between countries.

Overall, however, country investments are paying off. In all, disaster risk management and recovery has become integral to overall sustainable development. The disastrous effects of natural hazards such as tsunamis are avoidable, and achievements of the past 10 years are considerable.



*A decade on, Aceh's fishing industry is back on its feet and is once again a mainstay of Indonesia's provincial economy. (Photo: ADB)*



# PART 5. CONCLUSION AND WAY FORWARD

*In bridging humanitarian and development approaches, UNDP's early recovery projects provide a critical link between responding to immediate emergency needs and initiating longer term recovery efforts with the ownership of national authorities.*

The investments through the CPR TTF have enabled UNDP to provide essential support in countries affected by crisis, whether from conflict or disasters. By addressing the drivers of fragility, conflict and crisis as development priorities in the field, and drawing comparisons within and across regions, UNDP gives global visibility to these issues. Results achieved through the CPR TTF generate a wealth of knowledge and evidence, shaping our support to the post-2015 agenda, support to mission transitions and ongoing reviews of peace and peacebuilding operations, the Financing for Development process and global climate change and disaster risk reduction discourse.

In 2014, UNDP embarked on its new Strategic Plan, which affirms core areas of crisis prevention and recovery—governance, rule of law, conflict prevention, early recovery, and disaster risk reduction and response—as leading corporate priorities. The Strategic Plan takes a highly integrated approach to acting across the spectrum of humanitarian, development and crisis issues, aiming to help countries and peoples live in more resilient, inclusive and sustainable ways. The first year of implementation has highlighted lessons and areas for expansion and improvement.

In bridging humanitarian and development approaches, UNDP's early recovery projects provide a critical link between responding to immediate emergency needs and initiating longer term recovery efforts with the ownership of national authorities. UNDP has increasingly demonstrated the merit of economic recovery projects in both post-conflict and post-disaster contexts. These emergency employment initiatives extend an essential lifeline for households and communities during periods of profound stress and build a foundation for sustainable livelihoods. The economic empowerment of women is an essential component of recovery which will remain core to UNDP's support. It is imperative to ensure that women are increasingly involved in planning and response processes and to build programmes that meet women's needs.

UNDP will continue responding to the challenge of delivering justice and ensuring security for all people through enhancing joint support for the rule of law across the UN system, in particular with DPKO and peace operations leading the Global Focal Point arrangements. Scaled up efforts to enhance women's security and access to justice will build on previous years' modest



*Women and relief workers gather in Port Marvin, Vanuatu, to discuss priorities for rebuilding livelihoods and restoring community infrastructure in the wake of Cyclone Pam. (Photo: UNDP Asia-Pacific)*

*Poverty eradication and sustainable development will always be out of reach if development actors fail to take a risk-informed approach to development in countries prone to natural hazards.*

yet meaningful results, for example, in the Democratic Republic of the Congo. Justice and security institutions as a whole must be fully accountable for protecting human rights, an aim UNDP increasingly advances by bringing together the combined strengths of its human rights and rule of law portfolios.

Resilience, recovery and sustainable peace often hinge on building and restoring core government functions and engaging local communities. UNDP, a pioneer of assistance in this area, provides rapid but strategic support to restoring basic state functionality. Increasingly, UNDP helps restart administrative functions and basic services as soon as possible after a conflict, rather than viewing these as longer term considerations. Rapid joint assessments of capabilities have proven critical early in the recovery phase. A key priority is promoting the inclusion of women and marginalized groups in public administration, in order to sustain political settlements and make service delivery more responsive to diverse needs.

Viable, resilient social compacts are best sustained in societies equipped to resolve conflicts and disputes through mediation and dialogue. Interventions of limited duration may be critical at moments of crisis, but a more systematic integration of mediation and conflict resolution in all institutions, local and national, formal and informal, is needed in order to sustain peace over time. UNDP will increasingly prioritize support to the development of these skills, capacities and behaviours targeting key stakeholders. Broadening the space for dialogue and consensus-building includes the strategic accompaniment of political transitions, peace processes and national dialogue initiatives at both national and local levels.

Finally, poverty eradication and sustainable development will always be out of reach if development actors fail to take a risk-informed approach to development in countries prone to natural hazards. These measures need to be embedded in national development plans and programmes at country level with governments taking the lead in embedding resilience. Going forward, UNDP will continue to work with governments and partners on critical policies, institutions, programmes, laws and budgets to advance risk-informed development and implement the Sendai Framework for Disaster Risk Reduction (2015-2030).

Through the CPR TTF, UNDP support to crisis prevention and recovery in more than 90 countries helps build more peaceful, resilient and inclusive societies, a central commitment of the SDGs. The post-2015 agenda aims for this transformation and UNDP is well placed to assist countries toward achieving these goals.





## FINANCIAL SUMMARY

*Agriculture research station in Aceh, Indonesia: In the wake of the Indian Ocean Tsunami, reviving agriculture to reduce rural poverty was critical in predominantly agrarian Aceh. (Photo: ADB)*

## CPR TTF 2014 CONTRIBUTIONS AND EXPENDITURES

The programmatic work of UNDP Country Offices in crisis prevention and recovery is supported by two main sources of funding – a portion of UNDP core resources TRAC 1.1.3 (7.2 percent) and voluntary contributions through the Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF).

In 2014, total contributions to UNDP crisis prevention and recovery activities through both CPR TTF and Trac 1.1.3 amounted to US\$ 127.3 million. US\$ 88.9 million of this came from the trust fund, while US\$ 38.4 million was received from UNDP core resources.

US\$ 43.9 million out of the total contributions to the CPR TTF was unearmarked. Eight donors contributed unearmarked funding in 2014: Denmark, Ireland, Germany, Norway, Sweden, Switzerland, The Netherlands and the United Kingdom. Thematic contributions reached US\$ 8 million, of which US\$ 7.6 million was received from the Netherlands in support of UNDP’s rule of law, justice and security work. Thanks to this continued unearmarked and thematic funding, the CPR TTF continues to be a strategic funding mechanism, allowing UNDP to respond quickly and flexibly to the needs of countries in crisis.

In 2014, UNDP expenditure on crisis prevention and recovery through the trust fund was US\$ 84.6 million with an additional US\$ 36 million spent from TRAC 1.1.3. In total, US\$ 120.6 million was spent during the year.

### I. Thematic Trust Fund for Crisis Prevention and Recovery

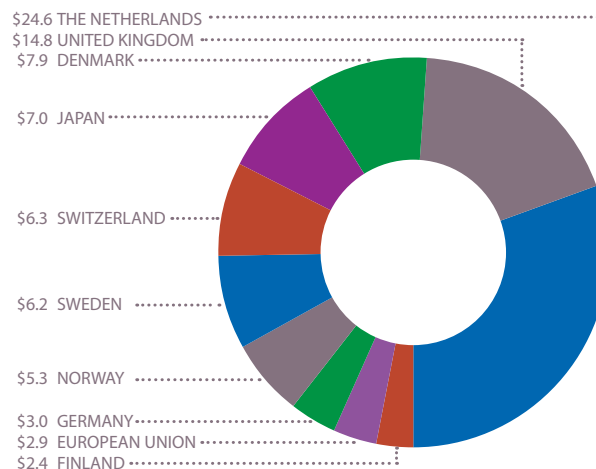
Contributions received in 2014	\$88,875,950
Total expenditure in 2014	\$84,594,962

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

Allocation received in 2014	\$38,400,000
Total expenditure in 2014	\$36,004,930

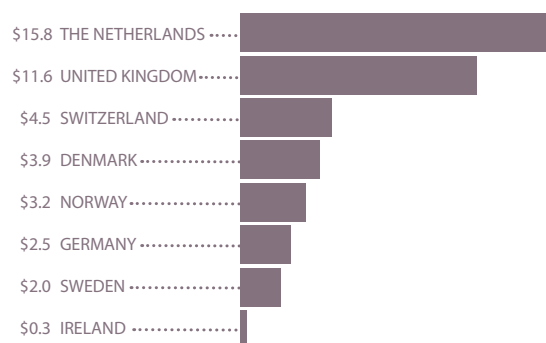
## TOP 10 DONORS CONTRIBUTING TO CPR TTF IN 2014

(in millions of US Dollars)



## DONORS CONTRIBUTING UNEARMARKED FUNDING TO CPR TTF IN 2014

(in millions of US Dollars)





## CPR TTF 2014 CONTRIBUTIONS RECEIVED BY DONOR

Country	Contributions in US Dollars
The Netherlands	24,587,118
United Kingdom	14,841,321
Denmark	7,934,921
Japan	7,090,000
Switzerland	6,349,413
Sweden	6,183,503
Norway	5,278,302
Germany	2,996,361
European Union*	2,877,160
Finland	2,439,024
United States	1,846,282
Luxembourg	1,209,585
UNOCHA*	1,074,900
Belgium	889,454
Islamic Development Bank	841,922
Australia	630,405
UN Peacebuilding Fund	564,156
UNDP(JPAA)	504,975
Ireland	293,243
UN Women	250,000
New Zealand	75,555
Republic of Korea	40,000
UN	24,250
SAFERWORLD	23,810
France	20,747
Mexico	5,000
Private Sector	4,544
<b>GRAND TOTAL</b>	<b>88,875,950</b>

\* Contributions not directly channeled through the CPR TTF but financially managed by BPPS.

## EXPENDITURE BY WINDOW OF CPR TTF

CPR TTF Window	Expenditure in US dollars
Conflict Prevention and Recovery	51,504,919
Disaster Risk Reduction and Recovery	12,012,789
Early Recovery	13,631,250
Gender Equality	968,611
Policy and Programme Support	6,477,392
<b>Grand Total</b>	<b>84,594,962</b>

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

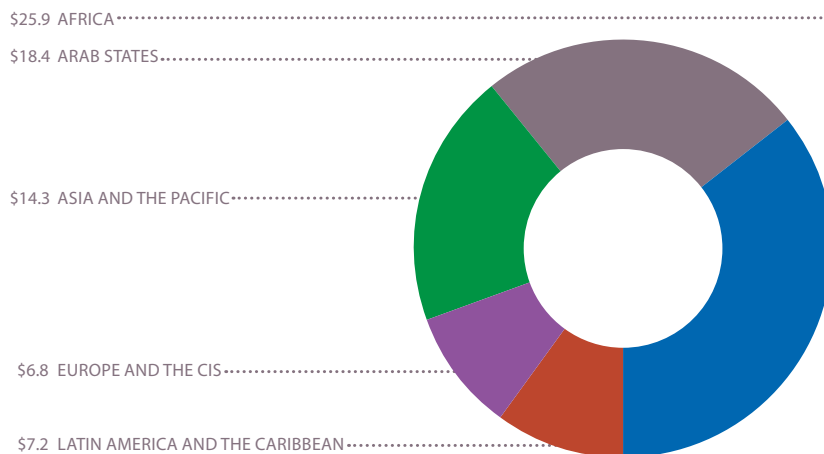
CPR TTF Window	Expenditure in US dollars
Conflict Prevention and Recovery	9,874,867
Disaster Risk Reduction and Recovery	4,029,805
Early Recovery	13,018,286
Immediate Response	3,861,884
Policy and Programme Support	5,220,089
<b>Grand Total</b>	<b>36,004,930</b>

## TOTAL EXPENDITURE BY WINDOW OF CPR TTF AND TRAC 1.1.3

CPR TTF Window	Expenditure in US dollars
Conflict Prevention and Recovery	61,379,786
Disaster Risk Reduction and Recovery	16,042,594
Early Recovery	26,649,536
Gender Equality	968,611
Immediate Response	3,861,884
Policy and Programme Support	11,697,482
<b>Grand Total</b>	<b>120,599,892</b>

### EXPENDITURE BY REGION: CPR TTF AND TRAC 1.1.3

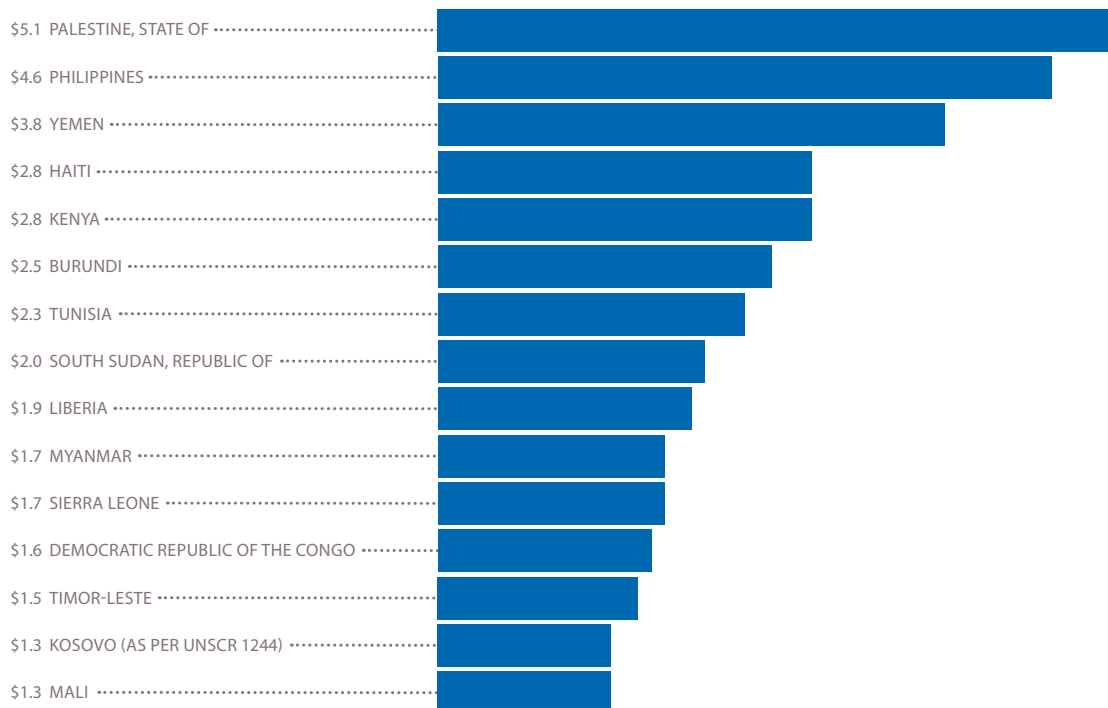
(in millions of US Dollars)



The largest proportion (US\$ 25.9 million) of expenditure was concentrated in Africa. UNDP also spent US\$ 18.4 million in the Arab States, US\$ 14.3 million in the Asia Pacific region, US\$ 7.2 million in Latin America and the Caribbean and US\$6.8 million in Europe and the Commonwealth of Independent States.

### 15 COUNTRIES WITH HIGHEST EXPENDITURES UNDER THE CPR TTF IN 2014

(in millions of US Dollars)



## EXPENDITURE BY COUNTRY: CPR TTF AND TRAC 1.1.3

Country	Expenditure in US dollars
Afghanistan	353,478
Angola	96,377
Armenia	481,444
Bahrain	14,129
Bangladesh	140,668
Barbados	119,272
Belarus, Republic of	97,766
Benin	54,213
Bhutan	135,815
Bolivia	90,325
Bosnia and Herzegovina	1,169,535
Burkina Faso	4,353
Burundi	2,525,164
Cambodia	99,984
Cape Verde	99,708
Central African Republic	1,243,775
Chad	406,476
Chile	73,500
China	46,948
Colombia	1,254,268
Comoros	293,320
Costa Rica	19,655
Côte d'Ivoire	484,522
Croatia	68,300
Cuba	190,187
Democratic Republic of the Congo	1,558,421
Djibouti	160,085
Egypt	1,122,113
El Salvador	573,171
Eritrea	687,955
Ethiopia	571,973
Fiji	608,593
Gambia	84,649
Georgia, Republic of	259,736

## EXPENDITURE BY COUNTRY: CPR TTF AND TRAC 1.1.3

Country	Expenditure in US dollars
Ghana	408,408
Global	47,875,708
Guatemala	895,416
Guinea	1,082,843
Guinea-Bissau	666,750
Guyana	220,659
Haiti	2,822,625
Honduras	712,283
India	94,170
Indonesia	638,666
Iraq	1,125,013
Jamaica	91,567
Jordan	557,985
Kenya	2,806,290
Kosovo (as per UNSCR 1244)	1,276,413
Kyrgyzstan	1,032,745
Lao People's Democratic Republic	245,844
Lebanon	1,226,787
Lesotho	13,332
Liberia	1,856,376
Libya	1,022,968
Madagascar	606,459
Malawi	678,803
Maldives	479,512
Mali	1,334,531
Mauritania	74,015
Moldova, Republic of	159,338
Mongolia	99,917
Montenegro	14,257
Mozambique	634,842
Myanmar	1,671,527
Namibia	6,237
Nepal	929,967
Nicaragua	46,827
Niger	460,443
Nigeria	662,240

## FINANCIAL SUMMARY

### EXPENDITURE BY COUNTRY: CPR TTF AND TRAC 1.1.3

Country	Expenditure in US dollars
Pakistan	1,052,135
Palestine, State of	5,114,912
Papua New Guinea	316,037
Paraguay	156,211
Peru	101,644
Philippines	4,536,148
Rwanda	319,030
Samoa	402,370
Senegal	51,658
Serbia	384,694
Sierra Leone	1,664,402
Solomon Islands	116,410
Somalia	1,088,271
South Sudan, Republic of	1,975,003
Sudan, Republic of	269,884
Sri Lanka	539,835
Syria	748,126
Tajikistan	1,123,450
Thailand	280,618
Timor-Leste	1,484,981
Togo	276,850
Tunisia	2,311,400
Uganda	889,216
Ukraine	199,384
United Republic of Tanzania	469,780
Uzbekistan	532,889
Viet Nam	28,488
Yemen	3,826,813
Zambia	319,957
Zimbabwe	297,662
<b>GRAND TOTAL (CPR TTF AND TRAC 1.1.3)</b>	<b>120,599,892</b>

### EXPENDITURE BY WINDOW OF CPR TTF AND BY COUNTRY

Country/Territory	Expenditure in US dollars
<b>Conflict Prevention and Recovery</b>	
Afghanistan	107,521
Bahrain	14,129
Bangladesh	116,439
Belarus, Republic of	97,766
Benin	54,213
Bosnia and Herzegovina	881,624
Burundi	1,045,382
Central African Republic	1,243,438
Chad	302,421
Colombia	743,925
Comoros	202,173
Croatia	2,169
Democratic Republic of the Congo	708,563
Egypt	1,104,586
El Salvador	571,902
Ethiopia	570,846
Fiji	180,572
Georgia, Republic of	53,296
Ghana	349,129
Global	13,013,180
Guatemala	280,000
Guinea	192,694
Guinea-Bissau	302,072
Guyana	205,210
Haiti	928,548
Honduras	395,396
Indonesia	334,798
Iraq	895,653
Jamaica	91,567
Jordan	557,985
Kenya	2,599,023
Kosovo (as per UNSCR 1244)	843,601
Kyrgyzstan	533,987

EXPENDITURE BY WINDOW OF CPR TTF AND BY COUNTRY

Country/Territory	Expenditure in US dollars
Lao People's Democratic Republic	53,983
Lebanon	334,036
Liberia	1,142,042
Libya	1,015,349
Malawi	678,486
Maldives	318,935
Mali	538,547
Mauritania	74,015
Moldova, Republic of	27,066
Montenegro	14,257
Mozambique	171,525
Myanmar	780,257
Nepal	557,318
Nicaragua	36,579
Niger	224,993
Nigeria	369,691
Pakistan	504,960
Palestine, State of	3,265,887
Papua New Guinea	249,450
Sierra Leone	1,223,579
Solomon Islands	10,375
Somalia	857,160
South Sudan, Republic of	1,723,664
Sudan, Republic of	167,376
Sri Lanka	284,349
Tajikistan	632,925
Thailand	91,404
Timor-Leste	518,388
Togo	276,850
Tunisia	2,113,436
Uganda	122,395
Ukraine	117,509
United Republic of Tanzania	469,780
Viet Nam	28,488
Yemen	2,986,056
<b>Conflict Prevention and Recovery Total</b>	<b>51,504,919</b>

EXPENDITURE BY WINDOW OF CPR TTF AND BY COUNTRY

Country/Territory	Expenditure in US dollars
<b>Disaster Risk Reduction and Recovery</b>	
Armenia	481,444
Bhutan	75,842
Bosnia and Herzegovina	187,911
Cambodia	99,984
Eritrea	324,997
Gambia	84,649
Global	6,242,857
Ghana	59,189
Indonesia	155,734
Iraq	229,360
Kenya	109,846
Kosovo (as per UNSCR 1244)	214,800
Madagascar	416,195
Maldives	159,578
Mali	177,083
Moldova, Republic of	132,272
Mozambique	82,732
Myanmar	133,137
Namibia	6,185
Nepal	324,883
Pakistan	164,448
Papua New Guinea	159,796
Philippines	55,978
Rwanda	319,030
Senegal	51,539
Sierra Leone	298,839
Tajikistan	17,362
Thailand	11,356
Uganda	383,008
Uzbekistan	532,889
Zambia	319,867
<b>Disaster Risk Reduction Total</b>	<b>12,012,789</b>
<b>Early Recovery</b>	
Bangladesh	24,229
Bhutan	59,972
Burkina Faso	2,800
Burundi	57,935
Cuba	190,187



## FINANCIAL SUMMARY

### EXPENDITURE BY WINDOW OF CPR TTF AND BY COUNTRY

Country/Territory	Expenditure in US dollars
Democratic Republic of the Congo	164,923
Eritrea	362,958
Fiji	304,387
Global	4,069,560
Haiti	1,747,884
Indonesia	48,694
Lebanon	892,392
Liberia	121,986
Madagascar	190,635
Mali	590,833
Mozambique	380,585
Myanmar	225,080
Palestine, State of	1,350,222
Philippines	1,070,201
Samoa	400,027
Serbia	284,694
Solomon Islands	10,375
Sudan, Republic of	105,785
Syria	748,114
Uganda	201,374
Ukraine	11,900
Yemen	13,520
<b>Early Recovery Total</b>	<b>13,631,250</b>
<b>Gender Equality</b>	
Côte d'Ivoire	18,710
Democratic Republic of the Congo	57,517
Global	558,928
Haiti	36,800
Kosovo (As per UNSCR 1244)	92,977
Liberia	1,308
Timor-Leste	202,370
<b>Gender Equality Total</b>	<b>968,611</b>
<b>Policy and Programme Support</b>	
Nepal	47,766
Global	6,429,626
<b>Policy and Programme Support Total</b>	<b>6,477,392</b>
<b>CPR TTF Total</b>	<b>84,594,962</b>

### EXPENDITURE BY FUND CATEGORY AND COUNTRY OF TRAC 1.1.3

Country/Territory	Expenditure in US dollars
<b>Conflict Prevention and Recovery</b>	
Afghanistan	205,107
Burundi	45,441
Colombia	453,949
Costa Rica	6,823
Côte d'Ivoire	465,994
Democratic Republic of the Congo	546,573
El Salvador	1,270
Georgia, Republic of	206,439
Global	3,390,358
Guatemala	537,201
Guinea	691,414
Guinea-Bissau	364,628
Guyana	15,449
Haiti	58,659
Honduras	251,635
Kenya	2,652
Kosovo (as per UNSCR 1244)	25,299
Kyrgyzstan	208,153
Liberia	429,596
Libya	7,620
Pakistan	40,504
Palestine, State of	305,591
Philippines	213,505
Somalia	75,474
South Sudan, Republic of	251,339
Sri Lanka	30,370
Tajikistan	61,185
Timor-Leste	597,597
Tunisia	197,964
Uganda	182,417
Yemen	4,660
<b>Conflict Prevention and Recovery Total</b>	<b>9,874,867</b>
<b>Disaster Risk Reduction and Recovery</b>	
Djibouti	160,085
Egypt	17,527

EXPENDITURE BY FUND CATEGORY AND COUNTRY OF TRAC 1.1.3

Country/Territory	Expenditure in US dollars
Global	1,631,510
Haiti	50,734
Honduras	127,348
Indonesia	18,289
Kyrgyzstan	290,533
Lao People's Democratic Republic	191,861
Mongolia	99,917
Niger	235,450
Nigeria	292,549
Sri Lanka	222,523
Tajikistan	411,978
Thailand	113,553
Timor-Leste	165,948
<b>Disaster Risk Reduction Total</b>	<b>4,029,805</b>
<b>Early Recovery</b>	
Burundi	1,291,632
Democratic Republic of the Congo	14,680
Ethiopia	2,003
Global	7,113,148
Kenya	8,512
Myanmar	528,557
Pakistan	62,041
Philippines	2,972,616
Yemen	822,576
Zimbabwe	202,520
<b>Early Recovery Total</b>	<b>13,018,286</b>
<b>Immediate Response</b>	
Afghanistan	40,851
Angola	96,377
Barbados	119,272
Bolivia	90,325
Bosnia and Herzegovina	100,000
Burkina Faso	1,485
Burundi	85,118
Cape Verde	99,708
Chad	104,055
Chile	73,500

EXPENDITURE BY FUND CATEGORY AND COUNTRY OF TRAC 1.1.3

Country/Territory	Expenditure in US dollars
China	46,948
Colombia	56,394
Comoros	90,268
Costa Rica	12,832
Croatia	66,132
Democratic Republic of the Congo	66,164
Fiji	123,634
Guatemala	78,215
Guinea	198,735
Honduras	49,497
India	94,170
Indonesia	81,151
Kenya	86,258
Kosovo (as per UNSCR 1244)	99,736
Lesotho	13,332
Liberia	161,443
Mali	28,068
Myanmar	5,083
Nicaragua	10,247
Pakistan	280,182
Palestine, State of	193,212
Paraguay	156,211
Peru	101,644
Philippines	223,847
Samoa	2,343
Serbia	100,000
Sierra Leone	141,984
Solomon Islands	95,660
Somalia	155,637
Sri Lanka	2,746
Thailand	64,304
Ukraine	69,975
Zimbabwe	95,142
<b>Immediate Response Total</b>	<b>3,861,884</b>
<b>Policy and Programme Support Total</b>	<b>5,220,089</b>
<b>TRAC 1.1.3 TOTAL</b>	<b>36,004,930</b>

## ACRONYMS

BPPS	Bureau for Policy and Programme Support
CPR TTF	Crisis Prevention and Recovery Thematic Trust Fund
DPKO	Department for Peacekeeping Operations
FARC-EP	Revolutionary Armed Forces of Colombia - People's Army
MDG	Millennium Development Goal
OHCHR	Office of the High Commissioner for Human Rights
SDG	Sustainable Development Goal
UNDP	UN Development Programme
UNFPA	UN Population Fund
UNHCR	UN High Commissioner for Refugees
UNMAS	UN Mine Action Services





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