



*Empowered lives.
Resilient nations.*

A group of people, mostly women, are silhouetted against a bright, hazy sky as they walk up a grassy hill. They are holding hands, suggesting a line or a team effort. The people are wearing dark clothing, and some are wearing red caps. The hill is covered in tall grass and some small plants.

Multi Year Results Framework (MYRF) **2011 ANNUAL RESULTS REPORT**

UNDP BUREAU FOR CRISIS PREVENTION AND RECOVERY

CONTENTS

OUTPUT 1 1

Strengthened local and national capacities, including the participation of women, to reduce the impact of disasters, especially climate related disasters on vulnerable communities

OUTPUT 2 15

National and local capacities strengthened at all levels to prevent, reduce and mitigate the impact of conflict in countries at risk of conflict

OUTPUT 3 43

National and local capacities strengthened at all levels, enabling key functions of government to be fulfilled in post-crisis situations for recovery

OUTPUT 4 75

National and local capacities strengthened for improved justice and security service delivery in conflict, post conflict and fragile settings

OUTPUT 5 117

Livelihoods, economic recovery and reintegration programmes generate employment and sustainable income earning opportunities for crisis affected communities

OUTPUT 6 150

Improved gender equality and women's empowerment in crisis and post crisis contexts through strengthened capacity and increased civic engagement, meaningful participation and leadership of women, the elderly and vulnerable groups in crisis prevention and peace-building processes

OUTPUT 7 151

Coherent UN response and effective IFI collaboration in CPR settings with active BCPR contribution

OUTPUT 8 164

Improved management and delivery of CPR services

Strengthened local and national capacities, including the participation of women, to reduce the impact of disasters, especially climate related disasters on vulnerable communities

INDICATOR 1.1:

High-risk countries address disaster risks including climate risks through functioning institutional mechanisms, national and local development processes and plans and capacities.

BASELINE: 01/2010

Isolated disaster risk reduction initiatives as well as climate change adaptation initiatives exist but few out of 18 are comprehensively compliant with Hyogo Framework for Action with interventions in all five areas: a) establishing disaster risk reduction and recovery (DRR) as a national priority; b) risk assessments; c) knowledge management; d) addressing underlying causes of disaster risk; and, e) enhancing preparedness for response.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
<p>MILESTONE 1.1.1 Comprehensive and integrated disaster risk reduction (DRR) programmes, along with local and national institutional mechanisms, put in place in at least 5 additional countries.</p>	<p><i>The milestone relating to comprehensive programmes and development of institutional mechanism was met in four countries (Kyrgyzstan, Indonesia, Haiti and the Dominican Republic) as opposed to the target of five countries. Important progress was made in seven additional countries, where UNDP will continue to engage in the subsequent years. The milestone has been only partially met in these countries owing to a variety of reasons such as i) delays in building a consensus on key policy issues (e.g. in Iraq); and ii) delay in legislative processes (e.g., in Bhutan and Lao PDR). All the countries where milestone has been met represent cases where UNDP and its partners have made significant investment in prior years and conditions were ripe to make progress against the milestone in 2011. In some of these countries (e.g. Indonesia) the achievements against the milestone is leading to reduction in disaster risk as evidenced by reduction in disaster losses.</i></p>		<p>Milestone achieved. In 2011, the individual milestone has been met in 80% of the target countries. In the remaining countries UNDP will continue to engage during 2012 and aim to achieve the milestone.</p>
	<p>KYRGYZSTAN On 11 May 2011, the Ministry of Emergency Situations announced the establishment of a National Platform (NP) for DRR as a key element of the national level institutional mechanism for DRR. The establishment of the NP follows the work of UNDP and DIPECHO supported Working Group to develop the NP and national DRR strategy. The national DRR strategy entitled "National Strategy on Integrated Safety of the Population and Territories of the Kyrgyz Republic in Disasters and Emergency Situations for 2011-2015", was prepared with UNDP support, and approved by the Inter-Ministerial Commission on 22 November, 2011. The process of issuing a Government decree to notify the decision has been initiated. In 2012, UNDP will assist the government in the implementation of National Strategy. (Met)</p>	<p>Good Practice: The development of the national level institutional mechanism as well as formulation of a comprehensive programme has been the result of long-term UNDP engagement since 2007 and a broad-based consultative process lasting over two years.</p> <p>Challenges: The NP includes a wide range of stakeholders and will require sustained support for effective coordination and continued buy-in. Regular interactions, dialogue and information exchange is being maintained with all key stakeholders to enlist their support for the process. In 2012, UNDP will provide support to the Ministry of Emergency Situations in coordinating the NP.</p>	

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	<p>KOSOVO¹</p> <p>As a key basis for the national level institutional arrangements for DRR, UNDP has supported the government with the development of a draft “Law on Protection against Natural and Other Disasters”. The draft law is presently being considered by the Parliament for approval and adoption. It is likely to be passed in 2012. On the basis of a national needs assessment, national policy dialogue and a capacity assessment (April 2011) supported by UNDP, a concept note has been prepared as a prelude to finalization of a national strategy for developing DRR capacities. This will form the basis for a comprehensive DRR programme expected to be launched in 2012.</p> <p>(Partially met)</p>	<p>Challenges: The capacity of the UNDP Country Office to support the national DRR efforts is limited. This will need to be enhanced through the recruitment of a National Disaster Reduction Advisor (NDRA).</p> <p>Given the post-conflict context of Kosovo, the conflict prevention issues tend to receive priority over disaster risk reduction issues from all stakeholders. UNDP is trying to engage with a range of actors (including bilateral partners) to advocate and garner greater support for DRR by highlighting strong co-relation between conflict and disasters.</p>	
	<p>THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA</p> <p>UNDP supported the review of Macedonian National Platform for DRR, established in 2009, to remove the bottlenecks due to multiplicity of institutions with overlapping roles and responsibilities. In July 2011, a revised National Platform was established in the national DRR/Crisis Management System governed by Steering Committee and Assessment Group.</p> <p>(Partially met)</p>	<p>Challenge: Multiplicity of institutions, overlapping mandates and lack of coordination between institutions/agencies has undermined institutionalization of DRR approach in the past. Through the review of the national level institutional architecture, UNDP has assisted in rationalizing the functions of different departments and agencies.</p>	
	<p>IRAQ</p> <p>The Inter-ministerial Disaster Management Committee (IDMC) with UNDP technical support has prepared a draft proposal for a national institutional framework with a National Disaster Management Centre at its helm and as the focal institution for DRR in Iraq. In August 2011, UNDP facilitated an exposure visit for the IDMC to study drought and flood management systems at the local and national levels in Thailand. Based on this and UNDP support, IDMC is recommending for an institutional framework that will be considered, amended as necessary and approved by the Government of Iraq by December 2012. In support of this institutional framework, the preparation of a Comprehensive DRR programme is underway, which will address disaster as well as climatic risks. This will help build technical and physical DRR capacities of the proposed National DM Center and of other institutions.</p> <p>(Partially met)</p>	<p>Good Practice: Sharing of various institutional models from other countries and analysis of their strengths and weaknesses by UNDP provided clarity to IDMC on the way forward and helped identify suitable arrangement for Iraq.</p> <p>Challenges: Although greatly reduced as a result of UNDP facilitated experience sharing from other countries, tensions remain between various ministries and agencies on issues of mandate related to various aspects of DRR.</p>	

¹ Hereafter referred to in the context of the Un Security Council Resolution 1244 (1999)

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	<p>KENYA</p> <p>Building on the work done in the previous years, a comprehensive and integrated DRR and recovery program was finalized in May 2011 in partnership with the Office of the Minister of State for Special Programmes. Additionally, a national DRR Policy prepared with support from UNDP (and other actors) was approved by the Ministry of Finance (Treasury) and is now awaiting passage through Parliament, involving readings on the floor and deliberations by appropriate committees. UNDP organized advocacy activities to facilitate faster passage of the Policy in 2011. In 2012, UNDP will support the capacity building of civil servants from sectoral departments and local governments, NGOs working on DRR to help mainstream DRR into long-term GOK development plans.</p> <p>(Partially met)</p> <p><i>References: Republic of Kenya, National Disaster Management Policy of Kenya (Final Draft), October 2010</i> <i>UNDP, Disaster Risk Reduction and Recovery Integrated Programme – Building a Safer and Resilient Kenya</i></p>	<p>Good practice: Alignment of the draft policy to the national constitution is good practice to be espoused elsewhere in Africa</p> <p>Lesson: Overall progress in government approval of institutional framework instruments depends on strengthening DRR capacity of government and key stakeholders at both national and sub-national levels. UNDP has addressed this through a series of training programmes.</p> <p>Challenges: Slow process of government approval of the draft national DRR policy, partly due to the onerous and systematic approval process required to ensure its effectiveness and ownership; Financial resources for implementing the DRRR comprehensive and integrated programme are uncertain.</p>	
	<p>LAO PEOPLE'S DEMOCRATIC REPUBLIC (THE)</p> <p>In 2011, with UNDP assistance, the Government (National Disaster Management Office -NDMO) has developed and adopted a National Disaster Risk Management Plan. The plan has been submitted to the National Disaster Management Committee (NDMC) for approval. With UNDP support, a legal framework (Prime Minister's decree) for disaster risk management has been prepared. The consultations on the draft legislation with the Ministry of Justice are being held. It is expected to be finalized in 2012 through a Prime Ministerial decree. Further activities in support of establishing the national and local institutional mechanisms described in the National DRM plan will be undertaken when additional resources are secured by the NDMO.</p> <p>(Partially met)</p>	<p>Challenges: The National DRM Plan will require significant resources for implementation. Mobilizing these resources for Lao PDR could be a challenge. UNDP is engaged in advocacy with key donors in the region to address this.</p> <p>The legislative processes have their own dynamics. UNDP supported projects can only provide technical support for the formulation of draft legislation and support advocacy efforts for their early adoption. However, the timing of adoption of new laws is beyond the control of UNDP.</p>	

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	<p>INDONESIA</p> <p>Under the ongoing Comprehensive Disaster Risk Reduction programme, the provincial governments are establishing provincial and district level Disaster Management Agencies in all high-disaster risk areas. By November 2011, with support from UNDP, 33 provinces and within these provinces 357 districts/ municipalities have established and made operational such institutional mechanisms. This is 72% of total number of districts and more than 90% of the high-risk districts in the country. This marks near completion of establishment of institutional mechanisms at the national and local levels in Indonesia. However, continued support will be required to strengthen the sub-national mechanisms. With UNDP technical support, DRR has been included in the national mid-term (5-year) development plan to ensure continued support for these institutional mechanisms from regular national budgets. These efforts in Indonesia have led to better preparedness and risk reduction. This was evidenced by the effective institutional and community response to the magnitude 7.3 earthquake that struck the western shore of Indonesia's Sumatra island on, January 11, 2012.</p> <p>(Met)</p>	<p>Challenges: For greater effectiveness of their institutional mechanisms, local governments need to secure more budget on DRR as development investment. Currently, the local governments allocate less than 1% of total development budget for DRR measures.</p>	
	<p>BHUTAN</p> <p>The Ministry of Home and Cultural Affairs with technical support from UNDP has prepared a draft disaster management legislation, which was endorsed by the Cabinet on 4 October 2011. The draft legislation will be tabled for deliberation in the Parliament during the 2012. The enactment of this legislation will pave the way for establishment of a National DM authority and strengthen the administrative, coordination, and financial mechanisms related to Disaster Management in the country. Continued UNDP support will be required for the establishment of NDMA and capacity building of various institutions working on disaster risk reduction issues.</p> <p>(Partially met)</p>	<p>Good practice: The formulation of the legislation has benefited from South-South exchange in the form of experience of other countries in the region that have enacted similar legislation in recent years. The process has taken a consensus-oriented approach involving a wide range of agencies and departments of the government.</p> <p>Challenges: While the formulation of the draft legislation has been relatively smooth, its actual enactment involves a lengthy parliamentary process, which is beyond the influence of UNDP as a provider of technical support. The enactment of the legislation is a prerequisite for work on establishing and strengthening the institutional architecture for DRR in Bhutan.</p>	

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	<p>HAITI</p> <p>In 2011 a comprehensive DRR program in partnership with the Ministry of Interior and Local Authorities was formulated, approved and signed. The program has a strong seismic component, which will support the post-earthquake reconstruction process to help build back better.</p> <p>In 2011, major efforts have been made to incorporate DRR into the government of Haiti's reconstruction agenda, through the deployment of an advisor to the Interim Recovery Commission for Haiti (which closed in late 2011). This resulted in, amongst others: (a) review of all Commission projects to ensure they are DRR sensitive; and (b) incorporating of DRR into relevant sectors e.g. incorporation of DRR concerns into the housing sector programs. On the close of the Commission the work undertaken was carried through into broader efforts on integration of DRR into reconstruction projects. The result was that in early 2012 it was agreed that UNDP should integrate a DRR advisory input into the new Housing Unit of the government (based under the office of the PM).</p> <p>In addition, a seismic roadmap for risk reduction in Haiti and a macro-zonation of Port-au-Prince were completed. The purpose of this product was to categorize and localize the different type of soil in the metropolitan area according to the way they respond to earthquake. This mapping, combined to the newly developed Haitian Construction Code, provide information for the design of anti-seismic buildings. In addition, resource mobilization and technical assistance in designing seismic risk identification activities and programs. US\$1.5M was invested by the Government of Haiti in the seismic micro-zonation of Port-au-Prince metropolitan area and near US\$ 10M has been given by the Haiti Recovery Fund for a seismic Risk Identification program in the northern part of Haiti. This showed the strong commitment of national authorities with this program.</p> <p>(Met)</p>	<p>Challenges: The main challenge is to immediately influence the ongoing reconstruction process while also strengthening national capacities. This will require: a) sustained advocacy and awareness generation at the IHRC (Interim Haiti Recovery Mission) and key Ministries level; b) effective induction/training of all UNDP staff working on reconstruction related issues such as micro zoning and buildings standards; c) maximize linkages with Climate Change adaptation programmes; and d) establish effective M&E systems.</p>	

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	<p>HONDURAS</p> <p>As a follow on to the legislative framework approved for the National Risk Management System (SINAGER) in 2010, the Permanent Committee of Honduras for Contingencies (COPECO) with UNDP support held the first workshop on 18 May 2011 to elaborate the national plan for risk management. The workshop focused on developing a plan wherein different national development sectors define their own specific DRR goals. A first draft of the plan was completed in the fourth quarter of 2011. It will be finalized in the first quarter of 2012.</p> <p>(Partially met)</p>	<p>Challenges: In 2011, owing to a severe rainy season, the main government counterpart COPECO has had to focus on immediate disaster response. This has temporarily diverted attention from long-term disaster risk reduction issues.</p>	
	<p>DOMINICAN REPUBLIC</p> <p>In 2011, under the leadership of the Directorate of Territorial Development Planning of the Ministry of Economy, Planning and Development, UNDP in collaboration with public and private actors, supported the development of a comprehensive National Seismic Risk Reduction Plan (PNRRS). UNDP is also supporting the pilot implementation of draft PNRRS in San Felipe de Puerto Plata and Santiago de los Caballeros municipalities in partnership with different governmental and non-governmental institutions and with financial support from the European Commission (DIPECHO) € 590,000; ANESVAD (Spanish NGO) € 292,003; and, BCPR/UNDP € 29,350. Lessons from these pilots will inform the finalization of PNRRS. The National Seismic Risk Reduction Plan has been finalized and It will be socialized during a national event which will be held during the first part of 2012.</p> <p>(Met)</p> <p>http://www.noticiassin.com/2011/06/gobierno-lanza-plan-nacional-de-reduccion-de-riesgo-sismico%E2%80%9D/</p>		

INDICATOR 1.2:

High-risk countries integrate disaster risk reduction (DRR) into priority development sectors based on a comprehensive understanding of disaster risk.

BASELINE: 01/2010

Few countries assess disasters risks in a comprehensive manner. Risk assessments tend to focus on frequent hazard events. Risks associated with longer-term climate change are often assessed separately.

Few countries address disaster risks as part of their development processes and plans. Earthquakes, droughts, floods, cyclones are seen as isolated events. Similarly, longer term climate change is often not taken into account in national development processes and plans.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 1.2.1 Disaster Risk assessments are completed by national institutions in 6 additional countries of which 4 include climate risk management capacity assessment and results applied for policy/programme formulation and review.	<p>The progress against this milestone has been satisfactory. Risk assessments have been completed in four countries: Armenia, Bosnia and Herzegovina, Uganda and Sri Lanka as opposed to the target of six countries. Additionally, one regional assessment (Central Asia) has been completed. Of these, Uganda and Central Asian Assessments include climate risk management capacity assessment. There is evidence that in a number of countries, these assessments are already being used for disaster risk sensitive development planning. (e.g. Sri Lanka).</p> <p>Significant progress has been made in other countries of the region such as Tajikistan, Lebanon, Syria and India. However, the milestone has only been partially met in these countries. UNDP approach to risk assessment requires that national technical institutions lead the process with UNDP technical input and capacity development support. This ensures that risk assessment is not a one-off exercise. And that these assessments are updated periodically as patterns of risk evolve. However, this approach is also more time consuming and has often resulted in delays.</p>		<p>The milestone has been met in 70% of the target number of countries. In others, significant progress has been made and UNDP will continue to engage in 2012 towards the achievement of the milestone.</p>

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	<p>ARMENIA</p> <p>In April 2011, a disaster risk assessment focusing on seismic risks was completed for the city of Gyumri by the Ministry of Emergency Situations (MoES). The assessment methodology and Gyumri city scenario were translated into Russian and English and submitted to different specialized scientific organizations and experts in Armenia. The MoES has officially adopted the methodology for replication in other Armenian cities. A new digital map of the city has been developed by Ministry's Seismic Service which is being used by all departments as a land management/development tool.</p> <p>In April 2011, as a key input to Disaster Risk Assessments, with the support of the Global Risk Identification Programme (GRIP), Ministry of Emergency Situations has established the National Disaster Loss Observatory (NDO) as part of the Crisis Management Center. The NDO was officially launched in October 2011 and NDO focal points were appointed in all 18 Ministries. The NDO has brought together GIS hazard maps on landslides, mudflows, floods, historical earthquakes (for the past 2000 years in the Caucasus region) and has registered all disasters in Armenia since 1996. The NDO website has been launched and is being further strengthened with information. The Armenia NDO will also support the establishment of the Moldova NDO. This exchange will be facilitated by UNDP.</p> <p>(Met)</p>	<p>Good Practice: proposes to use its experience and expertise to support the development of NDOs in other countries in ECIS.</p> <p>The 2011 work on risk assessments in Armenia is complementary to the work done in 2010, which included completion of a climate risk assessment.</p>	
	<p>TAJIKISTAN</p> <p>As a first step towards disaster risk assessments, Disaster Risk Assessment Methodology and Guidelines were finalized in early 2011. The methodology was piloted in Kulyab group of districts (south of the country) in March 2011 and in Vakhsh valley - Rasht group of districts (central part of the country) in May 2011. Based on these pilots the Methodology was modified and trainings were conducted for all the main national risk assessment actors (Committee of Emergencies, Geological Department, Land Use Planning Committee, Ministry of Water Resources). In October–November 2011, the risk assessment methodology was used in the southern part of the country (Khatlon province, so called "Tajik depression" area) to train the main governmental actors on its practical application.</p> <p>(Partially met)</p>	<p>Good Practice: The approach brings together quantitative risk assessment, remote sensing, and participatory risk assessment methodologies. RA methodology is the most comprehensive developed in the country and is being owned and spear-headed by the Committee of Emergency Situations</p>	

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	<p>CENTRAL ASIA REGIONAL RISK ASSESSMENT (CARRA) SYNTHESIS</p> <p>A regional risk assessment focusing upon trans-boundary hazards in the Central Asia sub-region was conducted in January-April 2011 under the auspices of the Organizing Committee of the Central Asian Center for Disaster Response and Risk Reduction (CACDRRR) in Almaty with UNDP support. The risk assessment has since been finalized and is available at: http://europeandcis.undp.org/uploads/public1/files/vulnerability/Senior%20Economist%20Web%20site/CA%20Disaster%20Risks_MT_Final_NoAnnex.pdf</p> <p>Together with a capacity assessment for Kazakhstan, Kyrgyzstan, and Tajikistan, the risk assessment is being utilized for targeting the future activities of the CACDRRR, beginning with the elaboration of a capacity development strategy for the Center. The Capacity Development Strategy has since been finalized and approved by the Coordination Council (consisting of representatives of the DRR agencies of member states of Kazakhstan, Kyrgyzstan, and Tajikistan) together with a development and support strategy and Action Plan for 2012. This will be a key basis for disaster risk reduction capacity development efforts in the Central Asian countries.</p> <p>(Met)</p>	<p>Good Practice: (The CARRA) was supported jointly by OCHA and UNDP. The results were used by UNDP to focus on disaster prevention and mitigation, while OCHA used the results to guide to improve preparedness and response efforts.</p>	
	<p>BOSNIA AND HERZEGOVINA</p> <p>A National Risk Assessment identifying hazards, vulnerabilities, exposure and impact of disasters on people, property, environment, infrastructure and the community was completed in August, 2011 by Ministry of Security with support from UNDP's Global Risk Identification Programme (GRIP). Assessment analyzes impacts of climate change and hydro-meteorological hazards and key socio-economic and development infrastructure to develop risk averse development process. This assessment will be a key basis for disaster risk reduction (including climate related risks) reduction efforts in the country.</p> <p>(Met)</p>		

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	<p>LEBANON</p> <p>A disaster risk assessment is currently underway under the leadership of a National Risk Assessment Committee (NERC). NERC comprising 22 members representing several ministries is overseeing the process of hazard mapping as well as vulnerability assessment of critical infrastructure. Both are expected to be completed by mid-2012. Additionally, the National Risk Assessment Committee is leading the establishment of a disaster database using DesInventar methodology. It is expected to be completed/established by mid 2012.</p> <p>(Partially met)</p>		
	<p>SYRIA</p> <p>The focus of disaster risk assessment in Syria is on systematically assessing the vulnerability of critical infrastructure (bridges, roads, tunnels, dams, industrial facilities, petro-chemical facilities, etc.) to natural hazards. The risk assessment is led by the Ministry of Local Administration (MOLA). Preparatory work for the risk assessment such as development of assessment forms for key infrastructure (hospitals, schools, bridges) and training of key personnel has been completed with support from GRIP. The risk assessment of hospitals in Damascus has commenced and is expected to be completed by mid 2012.</p> <p>(Partially met)</p>	<p>Challenges: (Syria) The prevailing political situation in Syria has meant that the attention of some of the government departments is diverted and disaster risk reduction related work has suffered.</p>	
	<p>UGANDA</p> <p>Under the leadership of a National Project Technical Committee (NPTC) established with UNDP support, a disaster risk assessment for climate related risks has been conducted in 2011. The Climate Risk Assessment focuses on CC impacts on production of crops like maize, beans and coffee in two districts of Uganda Rakai and Kapchorwa.</p> <p>The assessment has been completed involving: focused literature review of climate risk impacts (coffee, beans, maize), local consultations led by IUCN Uganda, modelling of climate impacts on crop yields and climate risk assessments (coffee) in both the districts. The climate risk assessment report on climate change impacts on coffee crop has been finalized in consultation with the National Project Technical Committee and key National coffee experts after a national consultation workshop on 15 December, 2011. This report will be a key basis for developing climate risk management strategies in 2012.</p> <p>(Met)</p>	<p>Good practices/Lessons: Aligning the project focus to the national priorities already identified in the agriculture sector enhances the utility of the project. The participatory approach adopted in project implementation has engendered strong national ownership and participation of several national entities in the climate change arena Leveraging the process already to link with a parallel ISSD study on the opportunities, barriers, risks and challenges of ICT use in climate change adaptation in the area of crop production</p> <p>Issues/challenges: Need to link more closely with the UNCT integrated climate change programme The climate risk assessment process has promoted active participation of the private sector organizations with risk reduction and adaptation.</p>	

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	<p>SRI LANKA</p> <p>With support from UNDP, the Ministry of Environment and Disaster Management Center completed an Integrated Strategic Environment Assessment (ISEA) for the five conflict affected districts in the Northern province to map the natural resources and risks to facilitate development planning, land use and infrastructure development. The assessment is now being used by the Urban Development Authority, the Forest Department, the Wildlife department and the Geological Survey and Mines Bureau and other departments for planning land use, making key investment decisions for infrastructure and economic development of the northern districts. Recognizing the potential of the tool, the President made a decision to expand the approach to all nine provinces. In response the project started two ISEAs covering Central and UVA provinces in September 2011. UNEP recognized the ISEA as an international land use and governance tool and conducted an international workshop in Sri Lanka in June 2011. www.isea.lk. (Met)</p>	<p>Challenges: Integrating ISEA tool with the risk assessment methodology and the limited technical capacity in key agencies to apply the findings for risk reduction and adaptation initiatives.</p>	
	<p>INDIA</p> <p>In 2011, Hazard Risk and Vulnerability Assessments (HRVA) have been initiated in 16 states in India where a National Disaster Risk Reduction Project is under implementation. The assessments will lead to development of Disaster Management plans and risk reduction and mitigation programmes in these states. District-level HRVA, conducted by state governments with the financial and technical assistance of UNDP, has been completed in 2 states and is on-going in 14 States. Three States have completed the city-level HRVA for key cities while the assessment is on-going in 13 States. Key expert institutions and technical agencies are working closely to undertake this exercise. (Partially met)</p>	<p>The progress across the states in relation to HRVA report is likely to be uneven. Further, its implementation would also depend upon the resources available under the DRR project or resources made available by the state governments.</p>	
<p>MILESTONE 1.2.2 Disaster Risk Reduction (DRR) incorporated into priority development sectors/ministries in 6 additional countries.</p>	<p>The progress against this milestone is satisfactory. The milestone has been met in five countries: Tajikistan, Kyrgyzstan, Malawi, Sri Lanka and Honduras, where UNDP has supported countries in mainstreaming disaster risk reduction in key development sectors including local development, education, public finance and infrastructure development. Important progress has been made against the milestone in Uruguay, Ecuador and Costa Rica. However, the milestone has only been partially met in these countries</p>		<p>The milestone met in 80% of the target number of countries.</p>

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	<p>TAJIKISTAN</p> <p>In 2011, with UNDP support guidelines for mainstreaming DRR into District Development Plans were piloted in 16 districts by local governments. The results were reviewed by UNDP and Ministry of Economy and Trade to further refine the guidelines. These guidelines were also used by local governments in flood-affected Kulyab area to integrate disaster risk reduction in water resources sector by instituting flood mitigation measures (embankments and capture wells) to protect the water supply system of Kulyab town.</p> <p>(Met)</p>	<p>Good Practice: The success achieved at the district (rayon) level is being scaled up to the province (oblast) level.</p>	
	<p>KYRGYZSTAN</p> <p>UNDP, in collaboration with a wide range of DRR stakeholders, completed a legal review and suggested appropriate changes to the legal and regulatory framework for decentralization and local self-governance from a DRR perspective in 2010. In 2011, with technical support from UNDP, the Law on "On emergency rescue services and status of rescuers" was amended and approved by the Kyrgyz Parliament. Several other amendments pertaining to legal framework governing other sectors (e.g. land use, civil protection) are being negotiated among ministries and agencies so as to address disaster risk reduction not as a stand-alone issue but as an integral part of other sectors. For example, the Law on "Local Self Governance" adopted on 15 July 2011 integrated disaster risk reduction in local governance. As a follow on, UNDP and local governments have completed an exercise to modify municipal budgets to include provisions for DRR funding, DRR-related indicators, and DRR related data collection into development planning and execution procedures. In 49 communities, UNDP and local governments have utilized a participatory planning process to support disaster mitigation projects and preparedness measures.</p> <p>(Met)</p>	<p>Good Practice: The process of supporting DRR as a component of the ongoing decentralization of government is being undertaken in a comprehensive manner, with due attention to up-scaling and codification of good practices, as well as the piloting of planning, budgeting, and disaster preparedness and mitigation at the local level.</p> <p>Challenges: The prevailing security situation in the country has slowed down the project activities and affected translation of coordination with RPC into furthering the DRR agenda.</p>	

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	<p>MALAWI</p> <p>In an effort to mainstream DRR in the key development sectors, DRM Focal Points in ministries and coordinators in the districts were trained in response management in May 2011. The system of placing District DRM Officers in 14 Disaster Prone Districts has been institutionalized. The appointment of district officers has resulted in improved flood management and planning during the 2011 floods and a post-flood assessment, as well as planning of response support in Karonga and Mulanje districts, two of the worst-affected districts. (Partly as a result of the progress in mainstreaming DRM facilitators within the public sector at national and district levels and their improved capacity, Malawi did not request BCPR emergency assistance during the 2011 flood. (Met))</p>		
	<p>SRI LANKA</p> <p>With UNDP support disaster risk reduction is being mainstreamed in the education sector. With UNDP assistance, a ten-day certificate course on Disaster Management was introduced by the Department of Geography, University of Colombo in January 2011. Twenty five students followed the course in the first programme in early 2011 and the University is continuing with the repeat programmes without UNDP assistance using the feedback from the students and other stakeholders. Disaster Management Centre (DMC) will use this course as one of the introductory courses to train Government staff. In addition, University of Peradeniya has started a master's degree in Development Practice including risk reduction and disaster risk reduction related themes with technical and financial support from UNDP. (Met)</p>	<p>Challenges: Integrating the course within the University curriculum and sustaining the interest of the Department officials to run the course without UNDP support.</p>	
	<p>HONDURAS</p> <p>At the national level, with UNDP support, in an effort to mainstream DRR in development, by an official notification in May 2011, the finance secretary has made it mandatory to include risk evaluation in the methodologies of designing projects for public financing. With technical support from UNDP, in September 2011, the finance secretariat finalized and approved guidelines for risk analysis to be undertaken by all development sectors requiring public investment. After the dissemination of the guidelines in November 2011, a capacity development process will be initiated for all the ministries in 2012. Some of the ministries—e.g. Land Use Planning, Public Works—have already started using these guidelines. UNDP will continue to provide technical support to key sectors till the use of guidelines is fully institutionalized. These guidelines can be accessed at: www.riesgosydesarrollo.org.hn or www.sefin.gob.hn (Met)</p>	<p>Challenges: The 2011 achievements complement the accomplishments in 2010, where disaster risk reduction was integrated in local development planning. Sustaining and strengthening this progress requires continued support.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>URUGUAY</p> <p>In the first quarter of 2011, a technical interagency mission completed a comprehensive assessment of the status of disaster risk reduction. The assessment report was launched by the Uruguay government on 20 June 2011. With UNDP support the assessment was used by the National System for Emergencies (SINAE) to define its work plan for 2011, a communication strategy, and a capacity development and awareness generation plan for the government staff. Additionally, based on these assessments Coordination Centers for Departmental Emergencies (CECOED) of San Jose was launched in August 2011. In order to support the DRR capacity-development at the departmental level, a methodology in Local Emergency Plans has been implemented and Departmental Committees have been trained to carry out those plans in five other departments. More information: www.sinae.gub.uy</p> <p>(Partially met)</p>		
	<p>ECUADOR</p> <p>With support of UNDP, in collaboration with the National Secretary of Planning, SENAPLES, a methodology to estimate vulnerability at urban-county level was finalized and implemented in 21 cantons of Ecuador in 2011. The methodology guides land use planning and helps mainstream disaster risk reduction in the work of municipalities. As part of the process, 7 universities (1 in each region) provide technical support to the municipalities. The Methodology and Guide for implementation are published on: http://www.snriesgos.gob.ec/</p> <p>(Partially met)</p>		
	<p>COSTA RICA</p> <p>The National Institute of Statistics and Census Bureau has provided the cartographic base used in the 2011 census, which has a scale and optimal level of resolution to set a risk map that allows detailed identification of community-level elements, thus facilitate decision-making for both the communities and local governments on land use. This cartographic base has been used to elaborate hazard and risk maps and location of capacities and resources through a participatory process in 10. The methodology to elaborate the maps combines community inputs with technical resources in order to produce a tool useful for both, community and local governments.</p> <p>(Partially met)</p>		

National and local capacities strengthened at all levels to prevent, reduce and mitigate the impact of conflict in countries at risk of conflict

INDICATOR 2.1:

National and local institutions and processes strengthened and applied for the prevention and management of potential conflicts.

BASELINE: 01/2010

There are currently some 76 countries identified as facing the occurrence or reoccurrence of violent tensions.

23/38 countries (target for 12/ 2012 is 50% of 76 countries currently facing potentially violent tensions) have entry points and partnerships already in place. However these entry points need to be translated into actual capacity building of institutions in the program cycle.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
<p>MILESTONE 2.1.1² Tensions, and armed violence at the sub-national level, prevented from escalating into conflict and wider instability through newly established capacities in 10 out of 15.</p> <p>MILESTONE 2.1.2³ Concrete capacities in additional 10 countries established.</p>	<ul style="list-style-type: none"> Newly established capacities for conflict prevention were being applied to the resolution of specific conflicts in ten countries: Nigeria; Ghana; Guinea-Bissau; Guinea; Kenya; Kyrgyzstan; Ukraine; Zimbabwe; Uganda; and the Maldives. The milestone has been achieved in nine of these countries, and partially achieved for one (Guinea-Conakry). Overall this represents satisfactory progress towards the achievement of the target for 2011. Conflict prevention capacities were being consolidated and further developed in an additional 14 countries: Nepal, Togo, Ecuador; Peru; Ukraine; Lesotho; Thailand; Guyana; Timor Leste; Nicaragua; Liberia; Cote d'Ivoire; Lebanon; and Chad. The milestone has been achieved in nine of these countries, was partially achieved for an additional three (Ecuador, Cote d'Ivoire and Ukraine), and has been deferred to 2012 for Liberia and Peru. Entry points for the development of such capacities were being established for an additional 10 (out of a required total of 14 countries): Iraq; Sudan; South Sudan; Mauritania; Niger; Bangladesh; Mali; PAPP; Comoros; and Somalia. The year-end target for these countries was achieved, and the relevant capacities will be developed in 2012. <p>Following are countries where conflict prevention capacities are being applied.</p>	<p>I. Measurement of results under Indicator 2.2.1:</p> <p>Milestone 2.1.1 was measured through: Measurable reduction in use of adversarial language or potentially violent behavior among protagonists;</p> <p>Concrete steps by protagonists to use conflict prevention capacities towards building consensus or resolving conflicts on specific issues;</p> <p>Prevention of anticipated violence or instability around phenomena such as elections or other governance transitions.</p> <p>Milestone 2.1.2 was measured through: Development of, or agreements towards, specific frameworks, policies, or institutions for conflict management at the national and local level.</p> <p>Agreement towards, and concrete steps by, key actors to acquire skills, develop aptitude, or establish processes for conflict management and for constructive negotiation.</p>	

² Note: By end of second year, out of a total of 38 countries, 10 countries applied concrete capacities to conflict prevention; 25 countries developed such capacities; and entry points and partnerships necessary to undertaking such efforts were developed for all 38.

³ Please see note 1.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>GHANA (Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention) (Capacity developed and applied: National Peace Council and its district and local affiliates)</p> <p>Capacities to ensure the prevention of violence in the 2012 national polls were successfully developed in 2011 under the auspices of the National Peace Council (NPC), a body initially established with sustained substantive and financial support from UNDP in 2010 and 2011 (a bill formalizing the structure and funding of the NPC was signed into law following parliamentary approval in February 2011, and UNDP facilitated agreement on this bill, and assisted with its drafting).</p> <p>Specifically with regard to ensuring peaceful polls, a dialogue platform for major political parties, intended as a confidence-building measure up to and during the 2012 polls, was initiated by the NPC, and began meeting and conducting facilitated conversations among political parties in 2011. The development of an early-warning-and-response system for 2012 polls through the regional and district Peace Councils under the auspices of the NPC was also launched in 2011, and the system is now operational.</p> <p>The 2011 milestone was achieved because the NPC emerged clearly as a competent national entity for addressing emerging tensions, in this context with regard to elections on 2012. In addition to financial assistance, UNDP supported the NPC through the sharing of experiences, building of skills for dialogue facilitation, and the design of early-warning-and-response systems.</p> <p><i>Sources: Ministry of the Interior, Ghana; Office of the Attorney-General, Ghana; Internal reports from the Senior Peace and Governance Advisor.</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>GUINEA-BISSAU (Milestone partially achieved; see caveats under “challenges”) (Capacity developed and applied: The ability of the National Assembly to lead efforts towards dialogue and reconciliation)</p> <p>The National Assembly successfully led the preparatory process for the National Conference, titled “Pathways to Peacebuilding and Development” and to be conducted under its auspices, with UNDP support in 2011. The preparatory process had a significant impact in terms of confidence-building in 2011 itself.</p> <p>Specifically two preparatory conferences, involving the diaspora, were held in Dakar and Lisbon in May 2011. (supported jointly by UNDP and UNOGBIS). This process was thought as a diagnostic process through which the population was invited to share its understanding of the causes of conflicts and also advance proposals for solutions. The conclusions from the process will serve as the basis for the National Conference which will be conducted by mid-2012.</p> <p>UNDP supported this process through skills-building on process design and facilitation techniques, which was completed for a group of about 15 nationals who facilitated the series of 22 local level preparatory consultations (conferences) including within the defense and security sector, which is at the heart of the insecurity in the country. These meetings were held in all the 10 administrative regions of the country in advance of the National Conference</p> <p>The 2011 milestone was partially achieved because the National Assembly was able to play a clear and competent role in moving the national dialogue process forward, and in conducting confidence-building measures.</p> <p><i>Sources: UNOGBIS and UNDP</i></p>	<p>Challenges: While, the involvement of prominent figures in the conflict in the emerging dialogue augurs well for the process, which is expected to gather momentum and generate results in 2012, the uncertainties around the anticipated elections (planned for March 18th) subsequent to the death of President Sanha and the immediate preparation of the legislative elections planned for October/November could greatly reduce its potential impact in advancing peace in the country</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>GUINEA (Milestone partly achieved; see “challenges”) (Capacity developed and applied: A multi-stakeholder national dialogue platform)</p> <p>In a highly polarized environment, the elements of a systematic national reconciliation initiative were identified through a UNDP-supported, multi-stakeholder, national dialogue platform (first established with UNDP assistance to ensure a peaceful political transition in 2010). The platform, which brings together civic organizations, and religious and political leaderships, was used by the Head of the Roman Catholic Church and the imam of the largest mosque to carry out a joint exploration of options for reconciliation and to initially lead the emerging reconciliation effort itself.</p> <p>The 2011 milestone was achieved because of the demonstration of sustained ability by the platform to facilitate dialogue in issues contested at the national level.</p> <p>UNDP assistance for the platform included making experiences on reconciliation and dialogue available to its members, and facilitation and skills-building for both local-level dialogue meetings that fed into the work of the platform, as well as for the members of the platform itself.</p> <p><i>Sources: UNOWA; the UN Resident Coordinator</i></p>	<p>Challenges: While the reconciliation initiatives launched in 2011 are likely to gain momentum and yield results in 2012, mechanisms to address inter-ethnic tensions, however, remain only partially developed, and confidence in the elected government has therefore been undermined. With the imminent recruitment of a new PDA, the UNDP Country Office should have more resources in 2012 to support these mechanisms.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KENYA (Milestone achieved) (Capacities developed and applied: Uwiano Platform; National Commission on Cohesion and Integration (NCIC))</p> <p>Uwiano Platform</p> <ul style="list-style-type: none"> • Potential violence, emerging from the indictment of six prominent Kenyan leaders by the ICC, was prevented by the UNDP-supported Uwiano Platform in the Central and Rift Valley provinces in the first half of 2011 through local-level confidence-building initiatives, and early-warning-and-response, in the worst-affected areas. Overall, 2011 was free of political violence despite rising tension. • National-level deadlocks in implementation of the new constitution were addressed through the UNDP-facilitated Forum of Political Party Leaders and the Joint Secretariat of the Uwiano Platform. <p>NCIC</p> <ul style="list-style-type: none"> • Initiatives to heighten inter-ethnic confidence were also successfully launched by the National Commission on Cohesion and Integration (NCIC), the government, and the Uwiano Platform, in the form of ten Diversity Conversations, or a series of facilitated public dialogues. These dialogues are currently ongoing, and are expected to help lower tensions during national polls in early 2013. • Tensions and deadlock over devolution of financial and administrative responsibilities to the county level, as required in the new constitution, were addressed through roundtables convened by the NCIC. <p>The 2011 milestone was achieved as both Uwiano Platform and NCIC demonstrated sustained ability to address current tensions, and also put in place strategies to address potential conflict around the 2012 elections.</p> <p>UNDP assisted both bodies, and the Forum of Political Party Leaders (which was initially facilitated by UNDP) with relevant knowledge as they designed their interventions; facilitation of crucial meetings when requested; and skills- building for their partners in implementing their interventions</p> <p><i>Sources: National Steering Committee on Conflict Management and Peace-building, Office of the President; Commission on National Cohesion and Integration, Government of Kenya; Nairobi Peace Initiative; Peace-Net; Uwiano Platform</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KYRGYZSTAN (Milestone achieved: see “challenges”) (Capacities developed and applied: Conflict Monitoring Center; local peace committees; mobile teams; cross-border working groups)</p> <p>The Prime Minister’s office, the President’s Office, the Ministry of Interior, and the Governmental Committee on National Security were successfully assisted by UNDP in 2011 in the below areas, and violence of a similar scale as experienced in 2010 was prevented in 2011:</p> <ul style="list-style-type: none"> • UNDP-supported interventions led to a decrease in violent cross-border incidents in Batken province (only 5 recorded in 2011 compared to 30 in 2010). A newly established conflict monitoring center in Batken played an important role in providing critical conflict analysis to relevant Government actors involved in reducing tensions, such as those following an outbreak of violence between Tajik and Kyrgyz in Andarak village. • Despite ongoing inter-ethnic tensions, potentially violent conflicts in the volatile Osh area were mitigated through 11 mobile teams (newly established through UNDP small grants) that enhanced cooperation and inter-ethnic dialogue between municipality, ethnic groups, women’s organizations, youth, and elders. • Based on UNDP’s institutional support, peace councils/ advisory committees in all 7 provinces and in 8 pilot districts provided both conflict analyses the responsible government bodies, but are also currently assisting them in designing interventions based on these analyses. <p>UNDP assisted local level peace councils, mobile teams, and monitoring centers to acquire capacities for analysis and for applying these to conflict management, and assisted government bodies at the national level with comparative knowledge and experience during the initial discussion on the establishment of a national ‘architecture for peace’.</p> <p><i>Sources: Internal reports from the Peace and Development Advisor; the UN Resident Coordinator; conflict monitoring report; comments by the Government of Kyrgyzstan in response to the report of the Kyrgyzstan Inquiry Commission into the events in southern Kyrgyzstan in June 2010 that indicate its commitment to the emerging ‘peace architecture’ in points 104 and 108)</i></p>	<p>Challenges: The interim nature of national authorities throughout 2011 was a significant drawback to the more effective development and application of conflict management capacities, and finding creative approaches towards addressing this issue consumed significant staff time. The application of current capacities, and ensuring their sustainability, should proceed apace in 2012.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>BENIN (Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention) (Capacities developed and applied: Local elders' committees; inter-party facilitation)</p> <p>Potentially violent tensions at the local level were diffused through local committees comprised of traditional and modern leaders and established with UNDP support. Violence-free national elections were achieved in 2011 despite significant tensions (evidenced by heightened negative rhetoric among political parties; mobilization of youth for political ends; and declarations of intent to challenge electoral results through mass mobilization) in the period preceding elections.</p> <p>Local committees (members of which were trained by UNDP with skills for dialogue facilitation) developed since the last quarter of 2010 with UNDP support were central to this result. These committees facilitated local forums for dialogue that pre-empted mobilization along political lines. In addition, these committees also conducted advocacy for peace that resulted in a development and implementation of a code of conduct by the political parties.</p> <p>The work of these committees complemented confidence-building among political parties at the national level by the Resident Coordinator, who was assisted by a senior advisor deployed for this purpose by UNDP and DPA.</p> <p>The 2011 milestone was achieved as a specific local capacity was developed and applied to the reduction of tensions around national elections.</p> <p><i>Sources: UN Resident Coordinator; UN Department for Political Affairs</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>ZIMBABWE (Milestone achieved; see caveats under “challenges”) (Capacities developed and applied: The Organ on National Healing, Reconciliation, and Integration (ONHRI); conflict management capacities of local church leaders)</p> <p>ONHRI was equipped by UNDP (through the deployment of a senior national facilitator; with the design of consultations; through facilitation of specific conversations when necessary; and through direct support for local dialogue efforts under ONHRI auspices) in 2011 with capacities for convening and facilitating conversations at the national and local levels on issues critical to the implementation of the Global Political Agreement, and to the management of reform. It applied these capacities to:</p> <ul style="list-style-type: none"> Specifically, the ONHRI developed and facilitated the inter-party negotiation that resulted in an agreement on a political party “code of conduct” that aims to reduce political violence. ONHRI further facilitated agreement on the elements of an autonomous National Peace and Reconciliation Council (NPRC, modeled on the Ghanaian NPC), and on draft legislation to establish the NPRC as the apex, standing conflict management body at the national level. This legislation is expected to be brought before parliament in 2012. Under ONHRI auspices, the Ecumenical Church Leaders Forum conducted local level peace initiatives, including the establishment of a pool of local media-tors and facilitators, and “pastor’s wives peace network” which facilitated local dialogue initiatives aimed at mediating conflict among youth aligned with different political groups, and dispelling rumours before they precipitated violent tensions. <p>The 2011 milestone was achieved as the ONHRI acquired and applied certain capacities with UNDP support. However, the ONHRI is transitional instrument, and lasting capacity in the form of a new, operational National Peace and Reconciliation Council will require further sustained support.</p> <p><i>Source: Organ on National Healing, Reconciliation, and Integration, Government of Zimbabwe</i></p>	<p>Challenges: Recent agreements on the code of conduct and the NPRC remain fragile, and could be easily reversed before they are legislated into law. Hardliners remain opposed, although security chiefs have hinted that that they are more likely to follow the recommendations of a nationally mandated institution such as the Organ or the NPRC than what they perceive as externally driven political agreements. The Organ itself has been weak and fractious for much of its existence, although it has the strongest mandate of any institutions created under the GPA, and therefore has the potential to facilitate lasting agreements if adequately equipped. Support for the Organ, and follow-through on recent agreements, should be a priority for 2012.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>UGANDA (Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention) (Capacities developed and applied: mediation and conflict management capabilities of the Inter-Religious Council of Uganda, and the National Elders' Forum; wider capacity development and application planned for 2012).</p> <p>In 2011, UNDP successfully assisted (through training in dialogue facilitation, and sharing of experience on confidence-building measures) the Inter-Religious Council of Uganda and the National Elders' Forum to play significant roles in reducing specific tensions. Specifically:</p> <p>Pledges towards peaceful campaigns by all presidential candidates were obtained, implemented, and monitored by the Inter-Religious Council of Uganda before, during, and after national elections in 2011 with UNDP support; while not the only factor contributing to a largely peaceful poll, the role of the Council was highlighted by the presidential candidates themselves as being significant.</p> <p>Violent tensions, precipitated by mass protests over rising food and fuel prices, were de-escalated in May 2011 through actions (including intermediation between the president and the leader of the opposition, leading to the latter's release and to a reduction in use of force by security services) by the National Elders' Forum (NEF).</p> <p>However, many of the structural causes behind the protest persist, and tensions remain high. BCPR is currently supporting both the IRCU and the NEF to acquire more systematic capacities to deal with sudden tensions.</p> <p>The 2011 milestone was achieved because the Council and the forum both successfully acquired and applied capacities to de-escalate specific tensions.</p> <p><i>Sources: National Planning Authority; National Governing Council of the African Peer Review Mechanism (NGC-APRM) of Uganda; IRCU; National Elders' Forum; the UN Resident Coordinator</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>NIGERIA (Milestone achieved; see caveats under “challenges”) (Capacities developed and applied: State-level dialogue platform, and early-warning-and-response system)</p> <p>The result that was achieved: National elections were conducted in Plateau state without a single incident of violence, while the neighboring three states saw violence in contrast, through a UNDP-assisted effort to engage local civil society and law enforcement in a functioning early warning and response system (similar to the Uwiano platform in Kenya).</p> <p>What was done by UNDP with BCPR support: Political tensions in Plateau state before, during, and after elections were reduced through a UNDP-supported dialogue platform bringing together political leaders and officials at the state level.</p> <p>Specifically, BCPR deployed technical capacity that facilitated the development of a local peace architecture, comprised of the utilization of cell phone and SMS messages directed to a central coordination centre to warn of impending violence. These messages were shared with “Operation Rainbow,” a state security outfit comprised of all the security agencies in the region, which responded in a timely manner to the messages. Before this intervention, there wasn’t previous collaboration between civil society and the state security apparatus. BCPR also supported confidence building meetings and trainings among the leadership of the various ethnic groups, which contributed to a higher level of trust that enabled the leaders to meet and resolve issues that could have escalated to violence during the elections</p> <p>The 2011 milestone was achieved because new collaboration between civil society and security services, which had previously not existed in Plateaus state, was established as part of a local peace architecture, and then applied to reduction of specific tensions.</p> <p>Sources: Letter from Governor Jang of Plateau state attributing violence-free elections, and their peaceful aftermath, to UNDP support; confidential reports from the Peace and Development Advisor; the UN Resident Coordinator</p>	<p>Challenges: Given Nigeria’s size, and the number of states that are plagued by violence similar to Plateau state, including due to the spread of the Boko Haram insurgency in the first quarter of 2012, an extension of this violence prevention architecture to all relevant areas of the country, as well as its consolidation in Plateau state, will require a significantly greater investment of resources. A programme framework is currently being developed to mobilize resources for this wider effort.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>MALDIVES</p> <p>(Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention see caveats under “challenges”)</p> <p>(Capacities developed and applied: Maldives Democracy Network; dialogue capacities for civic bodies)</p> <p>UNDP-supported (through training in dialogue and facilitation skills; negotiating buy-in for their roles with national counterparts; and the design of interventions) local monitors and local civic organizations to undertake actions to reduce specific tensions. In particular:</p> <ul style="list-style-type: none"> Local council elections were peacefully conducted; as monitors from the Maldives Democracy Network were deployed through the electoral period in the first quarter of 2011, incidents of political violence went from 51 during the pre-electoral period, to 6 during elections, to none in the post-electoral period. Sixteen individuals from credible civic bodies were trained in the use of community theatre as tool for dialogue, and two community-level dialogues conducted using this method, with participants agreeing to continue and expand the process. Dialogues are aimed at reducing tensions along political lines, as well as over religious radicalism. <p>Based on this initial work, UNDP also negotiated with the government and other partners a new initiative focusing on building national and local-level dialogue platforms on the relationship between Islam and democracy and hence defusing emerging radical discourses.</p> <p>As specific local capacities were developed and applied to reducing potential for electoral violence, and promoting local dialogue as a tool for reducing tensions, the 2011 milestone was achieved.</p> <p>Sources: Maldives Democracy Network; internal reports from the Peace and Development Advisor; the UN Resident Coordinator</p> <p>Countries where conflict prevention capacities are being strengthened and consolidated</p> <p>For countries under this segment, the 2011 milestone is considered as achieved if relevant actors acquire specific capacities for dialogue and conflict management. the application of these capacities will be the 2012 milestone.</p>	<p>Challenge: Despite progress at the local level, the Maldivian political system at the national level has been remarkably prone to dysfunction, and unable to adopt even a modicum of the modalities for constructive bargaining necessary for democracy. The events of February 2012 which led to the forced resignation of President Nasheed, and the rescue of the political system through last ditch mediation by India, point to this dysfunction. Within the UN, colleagues supporting Maldives have been derided as engaging with a vacation destination, and have been unable to mobilize the necessary assistance. Hopefully, the violent turbulence of early 2012 will prompt more systematic support during this year.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>NEPAL</p> <p>Through convening, facilitation, and training, and agreements with relevant national and local officials, UNDP supported the development of specific conflict management capacities at the national and local level in 2011. In particular:</p> <p>Capacities of national political leaders to address deadlocks were strengthened through the successful completion of training for a national pool of facilitators of dialogue and of political collaboration; and through the engagement by UNDP via a roster system of a group of senior facilitators (including the former facilitators of the Nepal peace process) to help mediate deadlocks and emerging tensions. While members of this group assisted with resolving the deadlock among political parties over the reintegration of Maoist combatants, the systematic use of this tool will be undertaken in 2012.</p> <p>Conflict management capacities of political and civic leaders in Nepalganj, one of country's largest and highly prone to violent tension, were strengthened through training on collaborative leadership for the leaders, with 50% of the participants being women; the training was based on a comprehensive, independent assessment of collaborative capacities in Nepal, and will be replicated in other districts with potentially violent tension.</p> <p>As relevant actors agreed to, and then acquired capacities for facilitation and for conflict management, the 2011 milestone is considered as having been achieved. (Milestone achieved)</p> <p><i>Sources: Membership of the Steering Committee on Collaborative Leadership; the UNDP Resident Representative, Nepal; Head, Peace-building and Recovery Unit, UNDP Nepal</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>TOGO</p> <p>In 2011, UNDP supported national authorities, and political and civic leaders, to develop a national architecture for peace. In developing this architecture, UNDP:</p> <p>Facilitated the revival of National Framework for Dialogue and Consultation, specifically by resolving political deadlock around the role of this platform, and by undertaking to integrate agreements from this process into UNDP programming for 2012;</p> <p>Provided targeted training in conflict prevention, mediation, negotiation and dialogue processes for political party focal points, the media, religious and traditional leaders, women and youth leaders; this training will be utilized in 2012 work done under the National Framework for Dialogue;</p> <p>Facilitated the development of a national strategy on crisis prevention and social cohesion, and the establishment of a priority action plan by the relevant government bodies, political parties, and civic organizations; the plan will be implemented with UNDP support in 2012;</p> <p>Assisted the Parliament to develop its capacities in crisis prevention, and especially in local conflict management, through the production of a cartographic typology of local conflicts in Togo, and elaboration of a practical guide on local conflict resolution procedures and mechanisms. Standing Committees on Defense and security and on Human rights were specifically targeted for capacity development through south-south cooperation (particularly with Ghana).</p> <p>With the elaboration of the peace architecture and the attendant capacities, the 2011 milestone was achieved. The capacities will be applied to specific issues in 2012.</p> <p>(Milestone achieved)</p> <p><i>Sources: Ministry for Human Rights, Democratic Consolidation, and Civic Education; Government of Togo; Annual project report on Capacity Strengthening of Parliament on Crisis Prevention; internal reports from the Peace and Development Advisor; the UN Resident Coordinator</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>UKRAINE (Milestone partially achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention see “challenges”)</p> <p>In 2011, UNDP supported the Government of the Autonomous Republic of Crimea (Republican Committee on Nationalities) to develop instruments for managing inter-ethnic conflict and tensions.</p> <p>First, a “Concept for Inter-ethnic Consensus” was developed by the Government of Crimea, and is expected to be adopted by the provincial parliament in 2012 as the definitive policy on inter-ethnic relations. UNDP provided significant substantive inputs into its development and facilitated dialogue between communities, experts and government institutions. UNDP’s contribution specifically helped ensure that the text of the document reflects the views of all communities. UNDP advised the Government on how to conduct participatory dialogue and consultative processes.</p> <p>Second, UNDP supported the capacity of the previously moribund Human Security Council (which is the primary formal platform in Crimea to deal with inter-ethnic tensions) to serve as a platform for joint analysis and dialogue, specifically by facilitating agreement on new governing principles and format of work for the Council> This has helped ensure that that its recommendations are being integrated into Crimea’s legislative process.</p> <p>With the development of the Concept for Inter-Ethnic Consensus and the strengthening of the Human Security Council, the milestone for 2011 was achieved. These capacities will be applied in 2012.</p> <p><i>Source: Internal reports from the Peace and Development Advisor; Joint BCPR-DPA assessment mission to Ukraine, February 2012</i></p>	<p>Challenges: While the stabilization of inter-ethnic relations in Crimea is an important achievement, and the development of institutional capacities in this regard should ensure that this positive situation continues, developments in Crimea should have little impact on the country’s overall slide into authoritarianism in the short run. The slide could also potentially negatively impact on the achievements on inter-ethnic relations. There is a slim chance that “best practices” from Crimea are able to influence political discourse at the national level, and the Ukrainian Concept on Ethnic Policy might provide an entry point for building a more constructive political culture at the national level. However, entry-points are very narrow at best.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>TIMOR-LESTE</p> <p>In 2011, UNDP helped Timor Leste develop capacities for managing potential tensions and conflict around national elections in 2012. In addition local level mediation capacities developed in 2009 and 2010 with UNDP support continued to be applied (also with UNDP support) in 2011.</p> <p>Local level dialogue and mediation capacities, developed with UNDP support, were applied by the Department of Peace-building in 4 specific instances to diffuse potentially violent tensions and to restore confidence in Baucau, Dili and Kovalima-Suai districts. In addition, one violent conflict in the Suai district, which resulted in 58 houses being burnt down and the death of an off-duty police officer, was de-escalated and resolved through support by the Department for a traditional “simu malu” dialogue. It is expected that similar dialogue and mediation capacities will be available in all districts, including training through common curricula, by mid-2012. Training for dialogue and mediation for these initiatives is being directly supported by UNDP.</p> <p>With the establishment of the Working Group on Election Violence, and the application of local dialogue capacities to particular disputes, the milestone was achieved for 2011. (Milestone achieved)</p> <p><i>Sources: Ministry of Social Solidarity, Government of Timor Leste; Office of the UNDP Resident Representative, Timor Leste</i></p>		
	<p>LIBERIA</p> <p>Delays in the development of the overall reconciliation strategy (finally developed in February 2012 with direct BPR support) for the PBC Liberia Peacebuilding Programme held up the implementation of the milestone in 2011. With the development of the strategy, national capacities for reconciliation and conflict management should be built in 2012. In addition, UNDP/BCPR seed-funding for development of conflict management capacities was approved for 2012, and implementation has now begun. Entry-points and partners, such as the Peacebuilding Office of the Ministry of Planning, WANEP, Humanity United, and Ushahidi Liberia for a UNDP-supported national initiative to strengthen Liberia's conflict management capacities at the local, regional and national level through specific formal and informal mechanisms for conflict prevention and resolution have been identified with BCPR support. (Sources: UNDP Country Director; the UN Resident Coordinator)</p> <p>(Milestone not achieved)</p> <p><i>Sources: UNDP Country Director; the UN Resident Coordinator; WANEP</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>PERU</p> <p>Initial support was provided by UNDP, including through the launch of a BCPR-supported conflict prevention programme for the development of national capacities for the management of conflicts related to land and natural resources. BCPR also facilitated a training workshop for UN staff and the donor community in April 2011 on conflict prevention and natural resources, which was a joint initiative with the European Commission and the UN Interagency Framework Team on Preventive Action.</p> <p>While this support led to the mobilization of significant resources for a capacity development programme on land and natural resource conflicts, the milestone could not be achieved for 2011 as national elections delayed the development of actual capacities. (Milestone not achieved; “see challenges”)</p> <p><i>Sources: Unit for Analysis and Prevention of Conflicts, Presidencia del Consejo de Ministros, Government of Peru; the UN Resident Coordinator; the UN Interagency Framework Team for Preventive Action</i></p>	<p>Challenges: National elections in 2011 had a significant impact on the work to be done with national counterparts. The UNDP Country Office did not have dedicated conflict prevention capacities, which arrived only with the arrival of the Senior Governance Advisor in September 2011.</p>	
	<p>ECUADOR</p> <p>In 2011, UNDP assisted the Ministry of Defense to build its capacity for a conflict sensitive approach towards security in the unstable Northern Border Zone.</p> <p>Specifically, and despite significant sensitivities on this issue, an MoU was signed with the Ministry of Defense that provides for capacity development of the Armed Forces on aspects of Human Rights, International Humanitarian Law, Refugees, protection of women and children in conflicts, human trafficking, gender, and conflict prevention. Armed Forces’ increased sensitization in these subjects will contribute to reduce tensions in the Northern Border Zone between military, civilian population, and refugees.</p> <p>However, while the MoU was signed, actual capacity development will take place in 2012 because of the delays due to the political caution exercised by UNDP in face of the changing national situation. Hence, the milestone was only partially achieved. (Milestone partially achieved; see caveats under “challenges”)</p> <p><i>Sources: the Peace and Development Advisor, UN Resident Coordinator</i></p>	<p>Challenges: Progress in the Northern Border Zone bordering Colombia could be negatively affected by the authoritarian slide at the national level, and the ups-and-downs in Ecuador-Colombia relations. UNDP currently has no entry-points to engage with the increased level of political tensions at the national level, although sustained delivery in the NBZ could open possibilities for such engagement.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>LESOTHO</p> <p>In 2011, UNDP supported Lesotho to develop specific capacities for ensuring a peaceful national poll in 2012. In all instances, these capacities were developed through direct UNDP facilitation, training, and the convening of relevant actors. Four capacities in particular were established:</p> <ul style="list-style-type: none"> • Building of additional capacity for dialogue facilitation for the Christian Council of Lesotho, which mediated (with UNDP facilitation assistance) the April 2011 agreement publicly signed by all political parties; • Implementation of UNDP-supported electoral reforms, fully agreed to by all political parties as part of the April 2011 political agreement, by the Independent Electoral Commission; • Strengthening of the IEC "Party Leaders Committee on Monitoring of Electoral Processes" set up in late 2010 and facilitated by UNDP, which is now fully appointed and meeting on a monthly basis, to serve as a problem-solving and trust-building liaison between the IEC and political parties, and which contributed to the April 2011 agreement; • Training by UNDP for journalists on conflict-sensitive reporting while covering national elections scheduled for 2012. <p>With the development of these capacities, which will be applied in 2012, the milestone for 2011 was achieved. (Milestone achieved)</p> <p><i>Sources: Internal reports from the Peace and Development Advisor; the UN Resident Coordinator; the Independent Electoral Commission; the Christian Council of Lesotho, including in a letter to the RC thanking UNDP for its support)</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>THAILAND (Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention):</p> <p>In 2011, UNDP assisted Thailand to develop capacities for addressing the polarization and societal tensions caused by violent clashes between the so-called “red shirts” and “yellow shirts” between 2009 and 2011.</p> <p>First, UNDP, with direct technical assistance (especially sharing of relevant experiences and training of TRC members) from BCPR and in partnership with DPA, assisted the Truth and Reconciliation Committee (TRC) to develop a national process of analysis (and acquire the capacities to lead this process) on the causes of prolonged deadlock and conflict in Thailand. The process will be completed in 2012, and a common approach towards national reconciliation identified and implemented.</p> <p>Second, in partnership with Chulalongkorn University and the Berghoff Institute of Germany, UNDP facilitated an agreement among key government and civic interlocutors to develop plans for a national infrastructure for peace, or systematic mechanisms for dialogue at national and local levels. Given the extremely high political sensitivity around these issues, this represented a shift in national thinking. Details of the infrastructure are expected to be fleshed out, and its elements put in place, in 2012.</p> <p>With the TRC capacitated to perform its core function of leading a national analysis, and collecting evidence on the causes of recent violence, the milestone was achieved for 2011.</p> <p><i>(Sources: Truth and Reconciliation Committee, Government of Thailand; the UN Resident Coordinator)</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>NICARAGUA</p> <p>With national policy on key issues deadlocked due to political tension, UNDP assisted Nicaragua in 2011 to acquire the capacity to address these deadlocks.</p> <p>Specifically, UNDP facilitated the formation of the National Strategic Reflection Group (ERG), a space for dialogue among leaders of parties and social sectors. The Group, comprised of eighteen leaders, received both technical support on specific topics as well as facilitation assistance from UNDP.</p> <p>By end 2011, the group had reached consensus on strategic themes and potential public policies for the development of Nicaragua, including the national education model, the national poverty reduction strategy, approaches to dealing with the impact of climate change, and institutional reform.</p> <p>A key corollary result was that confidence and mutual respect for the different opinions was achieved among the members of the group.</p> <p>In 2012, UNDP will assist the Group in presenting its agreements to the president and to the legislature, and then accompanying the translation of these agreements into specific policies and legislation.</p> <p>Given the formation of the group and the participation of leaders from all key parties and social sectors, and also given the consensus achieved and the trust built, the milestone for 2011 was achieved.</p> <p>(Milestone achieved)</p> <p><i>Sources: the UN Resident Coordinator; the UNDP Democratic Dialogue Project</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>GUYANA (Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention)</p> <p>In 2011, UNDP supported Guyana to address potential political and inter-ethnic tension in the context of national elections. UNDP's specific contribution was to address the role of the media, which has inflamed potentially violent tension in the past.</p> <p>With direct technical and financial support from BCPR, the National Media Monitoring Unit (MMU) was re-established and strengthened as a means of reducing public tension and building inter-ethnic confidence, before, during, and after national elections in November, 2011. By November 2011, the MMU had identified and addressed an approximately dozen incidents of false or inflammatory reporting. If left uncorrected, these abuses could have inflamed potentially violent tensions.</p> <p>While the MMU was revitalized as a tool for ensuring a peaceful poll, its effective role has led to an agreement among UNDP and national counterparts to continue its role in building conflict-sensitive media in the country.</p> <p>With the MMU re-established and having played its intended role, the milestone for 2011 was achieved.</p> <p><i>Source: UN Interagency Framework Team for Preventive Action</i></p>		
	<p>COTE D'IVOIRE</p> <p>Following the violent overthrow of Laurent Gbagbo in 2011, and given the atrocities committed in the Western region during the campaign to overthrow him, UNDP strengthened (through training and material support) local peace committees in that region to promote dialogue and reconciliation among the affected groups. While tensions have stayed high in the region, further significant retaliatory violence has been averted.</p> <p>However, due to capacity constraints on the part of both UNDP as well as national counterparts, this work could not be undertaken more systematically in 2011, and is expected to be done so in 2012.</p> <p>However, given the initial capacitation and work of local peace committees, this milestone can be considered to be partially achieved for 2011. (Milestone partially achieved)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>LEBANON</p> <p>While external influence is a key driver of sectarian conflict in Lebanon, so is control over local government and local resources. Hence, in 2011, UNDP supported the Common Space Initiative (initially established by UNDP), which is a national forum for managing inter-group and inter-ethnic conflict in Lebanon, to host a multi-stakeholder dialogue on decentralization.</p> <p>UNDP assistance has included both technical support on issues related to decentralization, as well as facilitation support for the dialogue.</p> <p>The dialogue, which focuses on the inclusive development of laws and policies related to decentralization, which is a politically charged issue in Lebanon (and hence the dialogue process marks a new capacity for the country), was launched in the last quarter of 2011 by the Ministry of Interior and Municipalities, and is currently being sustained. Broader consensus on decentralization, a politically-charged issue, will enhance inter-group peace in Lebanon.</p> <p>As the dialogue will be sustained from 2011 and into 2012, the milestone for 2011 has been achieved. (Milestone achieved)</p> <p><i>Sources: Ministry of Interior and Municipalities; the UN Resident Coordinator</i></p>		
	<p>CHAD</p> <p>The Office of the Mediator as well IRENE [a national civil society key player on mediation] agreed to engage in a joint consultation process. This opportunity will be further elaborated on in 2012. Despite the significant change of mindsets both within Government and CSO the milestone is partly achieved. Longstanding bilateral consultations facilitated by the BCPR-supported Peace and Development Advisor were vital to the change of mindsets.</p> <p>In the fall of 2011 the Minister of Social Affairs set-up an aid response for North Chad on the impact of the Libyan crisis. It built on UNDP/BCPR support for the assessment of the impact in the North, and on the identification of risks for further social disruption in the region. (Milestone partially achieved)</p>		

INDICATOR 2.2:

Specific emerging tensions resolved and existing conflicts mitigated/reduced on the basis of consensus, and multi-stakeholder dialogue/mediation in at least ten countries.

BASELINE: 01/2010

Initial entry-points have been developed for support for dialogue and internal mediation processes in 5 countries. Mitigation or resolution of specific conflicts has only been achieved through these methods in 3 countries. The ten countries mentioned in the “indicator” will be in addition to these 3.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 2.2.1 National processes to initiate or strengthen dialogue or internal mediation launched with international support, and technical and financial resources deployed towards this end, in ten countries.	In 2011, specific dialogue efforts aimed at reducing ongoing tensions or building consensus around contentious issues were launched with UNDP assistance, conflicts were resolved, and political deadlocks and tension eased, through multi-stakeholder dialogue in nine countries. These are: Lesotho, Fiji, Kyrgyzstan, Tunisia, Ecuador, Jamaica, Guinea-Bissau, Georgia, and Malawi. The milestone has been achieved in six of these countries, and partially achieved for the remaining three. Overall this represents satisfactory progress towards the achievement of the milestone.	<p>Lessons learned: Three key points emerged from efforts to promote conflict resolution and management through dialogue in 2011:</p> <p>First, most of these results would have been obtained if overt international mediation had been used to address the various deadlocks or incipient tensions. Such intervention would have most likely had a polarizing effect and increased tensions. Instead, in situ dialogue specialists and ‘peace and development advisors’ (PDAs) were significantly more effective in obtaining the relevant entry points and partnerships.</p> <p>Second, the key initial step in all these processes was a period of building skills on constructive negotiation, mediation and consensus formation. In most instances, such skills building provided the political entry-points for more specific and targeted activities related to the actual conflict.</p> <p>Third, partnership with civil society was essential to getting these initiatives off the ground. The church leaders in Lesotho; Citizens’ Constitutional Forum, Fem-Link Pacific and the Pacific Center for Peace-building in Fiji; the Nairobi Peace Initiative and Concerned Citizens for Peace in Kenya; the West Africa Network for Peace in Ghana; and the local affiliate of Interpeace in Guinea-Bissau were all instrumental in opening and sustaining entry-points for dialogue.</p>	<p>Milestone partially achieved.</p> <p>The individual milestone has been achieved in six of these countries, and partially achieved for the remaining three. Overall this represents satisfactory progress towards the achievement of the milestone.</p>

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>LESOTHO (Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention)</p> <p>Agreement was reached in April 2011 among all major political parties ending a three-year deadlock and potentially violent tensions through UNDP-supported mediation by the Christian Council of Lesotho (CCL). The UN Resident Coordinator/ UNDP RR played the role of facilitator in this process. The agreement was especially unique in that a deliberate choice was made by UNDP to support internal mediation once regional diplomacy had stalled in 2009. The CCL and the Resident Coordinator were assisted with designing the process and playing their mediation and facilitation roles by a Peace and Development Advisor, and a short-term elections expert, jointly deployed by UNDP and DPA. BCPR, together with DPA, directly advised the RC/RR and the PDA on the facilitation of the process, provided technical support for the design of the process, and financed the process.</p> <p>As indicated under 2.1 (b) earlier in this table, the reforms agreed to by the political parties are being implemented with UNDP support. In addition, the CCL is being assisted to become the core of longer-term mediation capacity in the country.</p> <p><i>Source: Letter from parties to the conflict, and the mediators, to UN Resident Coordinator thanking UNDP for its support</i></p>		
	<p>FIJI (Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention)</p> <p>Confidence-building measures expected to lead to an agreed-on process of return to civilian rule in 2014 were identified through the first ever confidential High-Level Roundtable established in March 2011 by senior members of the government, the military council, and their primary antagonists from civil society through sessions directly co-facilitated by BCPR. Participants in the first session in March established sufficient mutual confidence to agree to a second session in December, which in turn led to a focused discussion on the “give-and-take” required by key actors to address issues of contention and deadlock. The third session, expected to be held by mid-2012, should propose specific measures in this regard. The roundtable process aims to help senior leaders of the government, military, civil society and the private sector agree on a commonly accepted path to transition to civilian rule by 2014. The roundtable, which is directly convened and facilitated by UNDP, draws on other ongoing UNDP-supported processes such as Dialogue Fiji. Dialogue Fiji emerged from a regional meeting implemented by BCPR in 2008, and a BCPR staff member is the primary facilitator of the roundtable process, alongside co-facilitators from the region.</p> <p><i>Sources: Internal reports from the Peace and Development Advisor; the UN Resident Coordinator; Permanent Secretary to the Prime Minister; UN DPA; Dialogue Fiji</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KYRGYZSTAN</p> <p>UNDP successfully supported the reaching of an agreement on a new consensus—Concept on Ethnic Development--on inter-ethnic relations, which is the core conflict issue in contemporary Kyrgyzstan. As a corollary of UNDP support, a positive shift towards a culture of political dialogue between political elites has been observed in 2011 (increased use of negotiations to come to decisions that would have previously been made exclusively along polarized lines - e.g. North-South).</p> <p>Specifically, UNDP supported a large gathering with representatives from ethnic communities to build consensus on the draft Concept on Ethnic Development. In addition, a Peace and Development Analysis (PDA) process was completed and informed the ethnic development concept draft. While another competing concept (founded on the notion of a titular nation) was brought into Parliament, UNDP and partners continued to advocate with high-level Government officials to seek a consensus. A decree was finally issued by the President tasking the Assembly of People to present a revised concept to the Defense Council for approval in 2012. The process of revision should reinstate the consensus draft agreed to with UNDP support. Following its approval in 2012, UNDP will support the implementation of the policy. (Milestone achieved)</p> <p><i>Sources: Internal reports from the Peace and Development Advisor; online material and UNDP small grants monitoring reports</i></p>		
	<p>TUNISIA</p> <p>Government and civil society reached agreement, facilitated directly by UNDP, on a national-level societal dialogue. Ongoing consultations, and the amelioration of disconnect between Government and civil society, resulted from continuous facilitation by UNDP, with direct BCPR support. An invitation by both Government and civic actors to UNDP to continue to play this facilitation role led to the development of a strategic proposal that will be implemented in 2012. (Milestone partially achieved)</p> <p><i>Source: the UN Resident Coordinator; HCPR</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>ECUADOR</p> <p>In the Northern Border Zone, UNDP assisted the Carchi Provincial government to facilitate a local dialogue to reduce tension among the local population and refugees on the use of water resources. The dialogue, for which UNDP provided both technical assistance and facilitation, helped local actors adopt alternative solutions for the protection of the water, and also ameliorated tensions and xenophobic reactions against refugees. Also within the Northern Border Zone, and within the framework of the Dialogue Group in Esmeraldas, UNDP has facilitated a process of dialogue around development priorities in that province that culminated with the approval of two development projects. Tensions between local authorities and population groups, and among the latter, had previously held up these initiatives.</p> <p>On the bi-national level, UNDP collaborated with UNFPA and UNHCR in the facilitation of three bi-national confidence meetings on specific development related issues, which have been the opportunity to sensitize the Ecuador and Colombia Foreign Ministry officers on the common border's conflict situations.</p> <p>(Milestone achieved)</p> <p><i>Sources: internal reports from the peace and development advisor; the UN Resident Coordinator</i></p>		
	<p>JAMAICA</p> <p>Preliminary agreements were reached with UNDP support (facilitation and technical assistance for local actors) in local-level civic dialogues at the level of the 12 parish councils to identify the causes of, and solutions to, high levels of organized criminal violence, and to enhance trust and cooperation between communities and the government. The targeted joint actions identified by local actors will be implemented through UNDP support.</p> <p>(Milestone achieved)</p> <p><i>Source: The UN Resident Coordinator</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>GEORGIA</p> <p>A platform for regular consultation between the Government and different civil society representatives to discuss the Georgian political transition as well as root causes of the several conflicts in the country was established through direct UNDP facilitation. This platform in an atmosphere of significant mistrust and antagonism, especially between government and civil society. Among the issues that will be discussed, partnership and dialogue regarding Abkhazia remains a contentious and difficult issue, and UNDP has thus far been successful in depoliticizing its work in a highly political environment. Work in Abkhazia continues, but is challenged due to the nuanced approach that UNDP must take in regard to working with local Abkhaz authorities and Georgian officials without causing offense to either, which could bring UNDP's work to an abrupt stop. The pressures and risks are enormous. In this context, BCPR will directly support the platform by providing good examples from other parts of the world on how to negotiate the difficult situation regarding the Georgian government position and breakaway region of Abkhazia.</p> <p>(Milestone partially achieved)</p>		
	<p>GUINEA-BISSAU</p> <p>Regional 'early warning and conflict prevention' brigades were established with UNDP support in all regions in the first half of 2011 to report on rising local tensions as they evolve and intervene to mitigate tensions around land and local resources, through facilitation of local dialogues, and resolve disputes immediately. UNDP has trained brigade members in dialogue facilitation, and supported them logistically.</p> <p>Brigade memberships include representatives of youth and civic groups, and local government, thus allowing them to serve more effectively as dialogue platforms. Approximately half the brigades had commenced systematic activities and achieved discernible results by end -2011. Their activities will complement the national dialogue for Guinea-Bissau detailed under indicator 2.1.</p> <p>(Milestone partially achieved)</p> <p><i>Sources: internal reports from the Peace and Development Advisor; the UN Resident Coordinator, Guinea-Bissau; UNOGBIS (the UN Integrated Peacebuilding Office in Guinea-Bissau)</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>MALAWI (Milestone achieved; support provided from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention)</p> <p>A joint UNDP-DPA effort supporting both track-one facilitation as well as track-two national dialogue de-escalated significant political tensions following violent protests in July 2011, which lead to 20 deaths; specifically, subsequent calls in August and September for mass protests that could have led to violence were diffused through the dialogue platform. UNDP has facilitated the second track of the dialogue, which will continue as the forum for designing and implementing a social cohesion programme, with UNDP support, to address the root causes of the violence. BCPR has provided direct substantive support, including on the design of the dialogue processes, the training of dialogue participants in negotiation, and the sharing of relevant experiences, to both tracks of the dialogue. In 2012, national actors will be assisted in moving beyond initial confidence-building to address more substantive issues, as the situation remains polarized and highly flammable.</p> <p><i>Source: Letter from PR of Malawi to the UN to USG of DPA; UN Resident Coordinator; Director, Africa I Division of DPA</i></p>		

INDICATOR 2.3:

Conflict sensitivity integrated into UNDP country programmes in 10 conflict-prone countries.

BASELINE: 01/2011

There are currently some 80 countries facing potential or on-going violence tensions; 10 of those that are identified as BCPR strategic priority on conflict prevention and management will be revising and finalizing their new cycle of country programmes in the next two years.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
Training in conflict sensitivity, and attendant conflict analyses, conducted for up to five UNDP Country Offices; with programmatic implications aiming at reduction of potential violent tensions and “do no harm” principle integrated into CPDs and CPAPs.	<p>SUDAN</p> <p>Conflict sensitive approach is incorporated into the design process of the new UNDAF [early 2012]. UNDP inputs for the new UNDAF have already been prepared using conflict sensitivity principles. All staff training on conflict sensitive programming early 2011 resulted in including a conflict sensitive approach in new UNDP programs. The approach became part of one of the key principles in preparing for the new CPD [UNDP] and UNDAF [UNCT]. Process in ongoing and will continue in 2012. The leading role of the PDA to this process has been crucial.</p> <p>(Milestone partially achieved)</p>		Milestone for 2011 has been achieved.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>IRAQ</p> <p>A comprehensive analysis of drivers of conflict, and of local capacities for addressing them, was launched in 2011 for northern Iraq in the disputed internal boundaries (DIBs), especially Kirkuk and Kurdistan. The CDA's findings will be available in February 2012. This comprehensive analysis will be used to further inform UNDP and UNCT strategic programming, and the related networks of conflict resolution practitioners that was created through the CDA process will be used in subsequent interventions.</p> <p>(Milestone partially achieved)</p> <p><i>Source: internal reports from analysts who support the conflict analysis)</i></p>		
	<p>SOMALIA</p> <p>Training of UNDP Country Office in mainstreaming conflict sensitivity into the country programme was completed by June 2011, and discussions on entry-points for conflict sensitive programming under Objective 1 of the CPD on peace building and reconciliation were undertaken with BCPR assistance. A "peace and development specialist" is being recruited to help take this programming forward in 2012.</p> <p>(Milestone partially achieved)</p> <p><i>Source: UNDP Country Director, Somalia</i></p>		
	<p>UGANDA</p> <p>Governance pillar of the CPD was successfully adjusted in mid-2011, with direct technical assistance from BCPR, to accommodate support for national peace architecture, i.e. the relevant outputs under the CPD have been revised. A programme to support the development of the architecture, under the CPAP, is currently under development, and full agreement with key national actors on this programme had been reached by November 2011. The programme is being developed with direct ongoing and technical assistance from BCPR, and will be implemented in 2012.</p> <p>(Milestone achieved)</p> <p><i>Sources: UNDP Country Director; UNDP Resident Representative</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>NEPAL</p> <p>UNDP programmes pertaining to peace-building and governance adjusted, at the outputs and activity level, with BCPR support for the relevant training and for accompanying analysis of programming, to reflect “do no harm” principles, with particular emphasis on issues of equity, minority representation in programme implementation, and access to services. Programming is now being implemented on this basis.</p> <p>(Milestone achieved)</p> <p><i>Sources: Peace and Development Advisor/ Team Leader, Peace-building Unit; UN Resident Coordinator</i></p>		

OUTPUT 3

National and local capacities strengthened at all levels, enabling key functions of government to be fulfilled in post-crisis situations for recovery

INDICATOR 3.1:

Post-crisis capacities of local authorities strengthened to plan, manage and coordinate recovery efforts.

BASELINE: 01/2010

Capacities of local authorities in post-crisis contexts to plan and deliver basic services are typically low; including:

- capacity to respond to large IDP contexts
- inadequate identification of risks
- lack of pre-disaster or conflict sensitive planning, including for reducing risks during recovery
- insufficient capacity to address gender-differentiated recovery needs
- an absence of pre-crisis recovery financing arrangements
- poor articulation of linkages with national authorities
- insufficient early warning.

Recovery plans—where these exist—are generally developed with minimal consultation with communities concerned.

Criteria for selected countries:

- High risk countries.
- Countries in which capacity assessments are being undertaken (selected by DFID, BDP, BCPR and UNCDF).
- Large recovery challenges associated with disaster and/or conflict (e.g. infrastructural damage, presence of IDPs, SALW, etc)
- Challenges linking national and local authorities.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 3.1.1 15 local authorities in at least 3 additional countries plan for and lead the recovery process based on priorities identified through participatory processes (incl. community risk analysis).	<p>The 2011 annual milestone has been exceeded. Over 40 local authorities in disaster or crisis affected areas in a total of 6 countries (Pakistan, Indonesia, El Salvador, Honduras, Tajikistan and Peru) have the capacity to plan and lead recovery processes delivering to an estimated 9,000,000 beneficiaries based on priorities identified through participatory processes.</p> <p>This result builds upon the work done in 2010, during which BCPR assisted local governments in over 50 municipalities in 9 countries (Somalia, Colombia, Dominican Republic, Kosovo, Mexico, Honduras, Indonesia, Chile and Sri Lanka) to undertake participatory processes to identify priorities and formulate recovery plans and/or strategies.</p> <p>To date around 100 municipalities in 13 countries have been assisted through BCPR assistance under this indicator. This work will be built upon during 2012 to ensure the capacities are embedded within the institutions.</p> <p>Good Practice: UNDP has worked on new, successful modalities of south-south cooperation in the delivery of capacity development initiatives in South Sudan, namely relying on rapid capacity support through deployment of coaching and mentoring advisors able to ensure basic capacities have been provided to key institutions. In addition to successes on the ground, BCPR has been able to engage the DGG practice and align it under a single policy and programming framework for 14 countries. This is significant as this can secure coherent and targeted support to COs from all of UNDP. In 2012, a UNDP framework for support to local government in crisis affected countries will be developed to further consolidated these linkages.</p> <p>The contribution of the Bureau to the G7+ and launch of the New Deal process and its efforts to engage the system, led to the endorsement by UNDG of the New Deal. This paved the way for further policy on State building and Peace Building to be taken forward in 2012.</p>	<p>Lessons: Experience from UNDP programmes has emphasized the importance of initiating local governance support early, and ensuring realistic timelines for recovery. Capacity challenges cannot be addressed sustainably within 1 – 2 years, and local governments need to be a key focus of recovery strategies rather than relegated to an exit strategy of humanitarian or early recovery programming.</p> <p>Based on the challenges of 2010 and 2011, BCPR has learnt to ensure that programs do not build not only sectoral or project specific capacities, but pay sufficient attention to enabling core capacities of local government and linking local recovery support to national authorities. This is particularly important in fragile settings, where which governments often lack the core capacities, resources and political will to take over humanitarian service delivery and where crisis has further eroded already weak foundations for governance.</p> <p>During 2012, the crisis governance unit within BCPR, will ensure that core support to local government is integrated into early recovery programming and that capacity building of local governments for service delivery is linked to national or regional financial mechanisms to ensure continuous and more sustainable results.</p> <p>A further lesson, is that progress on governance support and capacity development is incremental, vulnerable to reverse and as a result, hard to evaluate. BCPR recognizes that the current methodologies are not effective in measuring value for money, nor for aggregating results, and will dedicate resources in 2012 to developing improved outcome level indicators, and assessment methodologies.</p>	<p>Overall the target was achieved as the milestone 3.1.1 will be exceeded and 3.2.1 will be achieved for 2011.</p>

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>INDONESIA</p> <p>Following a tsunami, earthquake and volcanic eruption in 2011, Yogyakarta and Central Java Provinces, Sleman and Magelang Districts and Yogyakarta Municipality developed early recovery plans with UNDP technical assistance. Upon finalization of the Recovery and Rehabilitation plans (RENAKSI), enacted ministerial decrees number 3 and number 5 of 2011, the government allocated US\$ 1.54 million from the national budget for early recovery activities. As a result, 28,565 households, enterprises and cooperatives were assisted with livelihoods inputs, housing, healthcare, education services and skills training in the areas of Mentawai and Merapi, Sumatra, Yogyakarta and Central Java.</p> <p>(Completed)</p> <p><i>Source: MOU between Government of Indonesia and UNDP http://bencana.bapenas.go.id/imdff/sites/default/files/Memorandum%20of%20Understanding%20IMDFF-DR.pdf</i></p>		
	<p>HONDURAS</p> <p>Following tropical storm Agatha in 2010, 15 municipalities (Apacilagua, Marcovia, Santa Ana, La Libertad, San Francisco de Coray, Tegucigalpa, Orocuina, Marale and Santa Rosa de Copan), with UNDP support, finalized recovery plans in consultation with affected populations in 31 communities. Based on these plans, in 2011 USD 1,242,363 was allocated to house rebuilding, livelihoods recovery, small infrastructure reconstruction projects and cash for work, benefitting 39,256 people. 16,050 people in 3210 families received assistance in the rebuilding of infrastructure. 2,685 people in 537 families received agricultural livelihood recovery assistance. 6,890 people in 1,378 families received assistance through cash for work programmes. 10,946 people were assisted with the rebuilding of water systems.</p> <p>(Completed)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>EL SALVADOR</p> <p>Achieved In the municipalities of Acajutla, Sonsonate and Zonzacate, amongst the most violent urban and semi-urban areas in the periphery of San Salvador, UNDP supported capacity development of local authorities to address insecurity, violence and exclusion. Specialized Women's, Youth, Social Cohesion and Violence Observatory units were created in each of the three municipalities. Under the leadership of the majors, local authorities' set-up multi-stakeholder committees to design local level response strategies and raise resources from national government, local private sector and donors. Thematic committees developed and implemented work-plans engaging a wide range of public and private institutions and 40 village level committees. As a result, these local authorities have created mechanisms to lead and manage whole of government approaches at local level, have received training in management and coordination for over 75 officials and additional funding from public, private and donor sector. Programmes delivered to communities included leadership training, sport facilities and sport schools reaching over 1500 youth at risk, cultural events for over 5000 people and small business start-up loans for over 300 youth. Outreach programmes for communities reached over 40,000 people.</p> <p><i>Source: UNDP Progress Report for the MDG Fund 2011</i></p>		
	<p>PAKISTAN</p> <p>Completed In April 2011, based on the information provided by the UN Post-Disaster Needs Assessment of the same month, the Provincial Disaster Management Authorities (PDMA) of Punjab, Sindh and Baluchistan developed, with UNDP support, recovery plans. Under the management of the provincial authorities, early recovery activities implemented on the basis of these plans have benefited 124,000 households in agriculture; 2,440,000 people for food security; 5,530,000 people for health and nutrition; 154,600 households for water and sanitation; 975,129 people for education; 453,293 households for housing, and 3,672 for community infrastructure schemes in 29 prioritized districts. Women represented 40% of the total beneficiaries. The PDMA Punjab has been playing an important role in leading recovery processes and has coordinated US\$ 300 million in early recovery in 2011 and played a proactive role in controlling severe epidemics, such as dengue fever. In addition, 26 prioritized flood-affected public buildings in 5 Districts are being rehabilitated with a budget allocation of US\$ 1,412,031.</p> <p><i>Source: 'Recovery Plan for Conflict Hit Tribal Areas launched', Newspaper Clip from Dawn Newspaper – 26th October 2011; http://www.pdma.gov.pk/</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>TAJIKISTAN</p> <p>Local Governments, with facilitation from UNDP, worked with communities in the districts of Shaartuz and Vanj to identify needed recovery interventions. As a result, 45 small-scale community-level recovery projects have been completed benefiting approximately 212,000 people, of which 51% were women. In addition, eight seismic resistant houses were constructed benefiting 92 people and fifty masons from different locations in Tajikistan were trained in seismic safe construction techniques. The Water supply system in Kulyab was completed and it now ensures a drinking water supply to approximately 40,000 beneficiaries or one-third of Kulyab town. The Gravel Plant has been now rehabilitated thus providing livelihoods through employment generation.</p> <p>(Completed)</p> <p>Source: http://www.untj.org/files/resources/Recovery/Recovery%20Review%20Report_UNDP%20DRMP_ENG_prefinal.pdf</p>		
	<p>PERU</p> <p>In 2011, with UNDP support, the local and metropolitan Governments of Lima and Callao, have improved their internal systems for information management, planning and inter-institutional coordination to plan and lead recovery in post-disaster situations. Based upon recent earthquake scenarios, plans for the reactivation of public services (water, drainage and energy), transport, communications, and decision making mechanisms have been finalised.</p> <p>The plans were successfully tested for earthquake and tsunami simulations and drill in Lima and Callao, as part of the national exercise carried out by INDECI (National Civil Defense Institute).</p> <p>(On track)</p> <p>Source: http://www.indeci.gob.pe/proyecto58530/</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>EASTERN SUDAN</p> <p>A joint framework for support to reintegration of IDPs in the eastern areas of Sudan was developed by UNHCR and UNDP integrating livelihoods, access to justice and support to local authorities to improve service delivery for IDPs and host communities. While UNHCR mobilized substantive resources for this initiative, UNDP CO had to refocus priorities given the referendum and potential violence associated with it. In spite of this, UNDP re-started work on this in late 2011 and was able to secure 10% of the total funding. Implementation is due to start in January 2012.</p> <p>(Off track)</p>		
<p>MILESTONE 3.1.2</p> <p>Capacity assessments of local authorities undertaken in at least 3 additional countries.</p>	<p>This milestone was achieved with capacity assessments carried out in Uzbekistan, Chad (different locality than 2012), and South Sudan. Activities in DRC have been postponed until 2012, and an assessment planned for Armenia, was cancelled due to reduction in funding. In the case of Chad, an additional region was chosen in order to strengthen UNDP's response in this important country. Whilst progress in 2011 has been mixed, in 2010, targets for this indicator were exceeded with assessments conducted in seven countries; namely Dominican Republic; Ecuador; Indonesia; Kosovo; Somalia; Uganda and Chad. As a result, progress towards the overall indicator target for 2012 is on track.</p>		Milestone achieved
	<p>UZBEKISTAN</p> <p>A development and support strategy for the Central Asian Center for Disaster Response and Risk Reduction 2012-2013 has been developed based on the capacity assessment carried out by the Organizing Committee of the Central Asian Center for Disaster Response and Risk Reduction (CACDRRR) and the Capacity for Disaster Reduction Initiative (CADRI) in November 2011. The strategy will be implemented in 2012 and identifies gaps in five areas of natural disaster preparedness: ownership, institutional arrangements, competencies, working tools and resources, and relationships.</p> <p>(Completed)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOUTH SUDAN</p> <p>In August 2011, with seed resources from BCPR, socio-economic assessments were undertaken in all ten states of the newly formed Republic of South Sudan. As part of State Strategic Planning process mandated under the 2011-2013 Interim Development Plan, each assessment included a capacity and institutional assessment on local government's ability to undertake development planning and implementation. The information gathered has been consolidated into a medium term development frameworks for the states. Annual work plans and budgets based upon these strategic frameworks are now in place for all states and will be implemented in 2012.</p> <p>(Completed)</p>		
	<p>CHAD</p> <p>In December 2011, under the framework of the UNDP Recovery Programme for East Chad, local governance capacity assessments were conducted and Canton Development Plans were developed for the Sila region of East Chad base. The implementation of these plans will start in 2012 with the local governments, representatives of the national government ministries, traditional authorities and the populations themselves.</p> <p>(Completed)</p>		
	<p>ARMENIA</p> <p>Following progress in talks between Armenia and its neighbors during 2009, UNDP developed a strategy to address root causes of internal and diaspora opposition to ongoing negotiations. As part of this strategy UNDP Armenia was to conduct a series of assessments including a local government capacity assessment, a National Youth aspirations survey and a diaspora mapping to be presented to parliament. Resources for these assessments were cancelled due to a decline in BCPR resources and a decision within BCPR to allocate resources in different priority areas. The remaining funds were re-programmed into other activities by the request of the RA Ministry of Foreign Affairs, which was endorsed by BCPR in June 2011.</p> <p>(Off track)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	LIBERIA In 2011 the Government of Liberia launched their National Capacity Development Strategy as the strategic outline for their approach to capacity building. This document covers the support needed across the entire country at both the national and local level, and thus it was decided to base UNDP support upon this document rather than carrying out further assessments. (Off track)		
	DEMOCRATIC REPUBLIC OF THE CONGO This request from the Country Office is now planned for 2012 and needs to be firmed up through continued engagement with the Country office. (Delayed)		

INDICATOR 3.2:

Institutional capacity of selected relevant national institutions to enable recovery strengthened.

BASELINE: 01/2010

Capacity of Ministries of Planning, Ministry of Interior, Office of the Prime Minister, Disaster Management Offices and other relevant technical ministries to develop recovery policies in post-crisis in support of recovery is low.

There are no national recovery frameworks; coordination efforts to ensure government wide implementation on recovery are poor if not non-existent.

Participation of civil society and other stakeholders in policy and programme design is also limited resulting in poorly and/or non-inclusive / responsive outcomes.

NB: UNDP is initiating a number of capacity assessments in post-crisis countries which will be used as baseline.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MISSION 3.2.1 National authorities lead recovery processes in 5 additional countries.	This milestone has been exceeded as national authorities in seven countries are leading national recovery processes through immediate crisis response activities and sustained capacity development of national crisis management mechanisms in disaster prone countries (Pakistan, Sri Lanka, Tajikistan, Colombia, Ecuador) and support for strategic planning and strengthening responsiveness of institutions in post-conflict contexts (South Sudan and the Occupied Palestinian Territory).		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>PAPP⁴</p> <p>In 2011, following an assessment of the Palestinian Authority from a State Building perspective, with support from UNDP a Recovery and Development Strategy was prepared by the Gaza Unit. The Gaza Unit, managed by the Ministry of Planning and Administrative Development of the Palestinian National Authority (PNA), was set up to coordinate all actors engaged in humanitarian, recovery and reconstruction in Gaza. This was followed with technical assistance to set up a Aid Information and Management System to monitor Gaza's reconstruction. The strategy is an important stepping stone which will be linked to the first national spatial planning exercise envisaged in the statebuilding review which is to be conducted in the first two quarters of 2012, with UNDP support. The planning exercise will encompass the entire PNA area including areas outside of the current remit, including Area C, East Jerusalem and the Gaza Strip.</p> <p>(On track)</p> <p>Source: http://www.mop-gov.ps/issues_details.php?pid=19; Alina Rocha Menocal. (2011). <i>The Palestinian State-building Agenda, Report prepared for the United Nations Development Program/ Program of Assistance to the Palestinian People (UNDP/PAPP)</i>, http://www.odi.org.uk/resources/docs/7318.pdf</p>		
	<p>PAKISTAN</p> <p>Following the 2010 floods, the National Disaster Management Authority (NDMA), with UNDP support, is leading the recovery process for the first time. The NDMA, which was set up in March 2011, manages the Early Recovery Working Groups, which coordinate the work of the District and Provincial Disaster Management Authorities in the delivery of early recovery activities within eight sectors (community infrastructure; governance; agriculture and food security; education; health; WATSAN; non-farm livelihoods; and housing as well as four thematic areas: disaster risk reduction; protection; gender; and environment). In April 2011, the NDMA developed a National Early Recovery Plan based on provincial inputs, which is regularly reviewed through fortnightly and monthly meetings.</p> <p>In response to the floods in Sindh and Baluchistan, UNDP assisted the NDMA to take a lead role in drafting an Early Recovery Framework based on a needs assessment using Focus Group Discussions and Key Informant Interviews in September 2011 to support over 5.2 million affected people. The Framework was submitted to the Government of Pakistan for approval. Along with the National Disaster Management Authority and UN OCHA, UNDP is coordinating the Inter-Cluster Coordination Mechanism (ICCM), which is responsible for the overall coordination on floods response.</p> <p>(On track)</p>		

⁴ Programme of Assistance to the Palestinian People

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOUTH SUDAN</p> <p>In 2011, UNDP provided advisory staff to assist the Government of South Sudan (GoSS) in its leadership of the Social Services Sector of the South Sudan Development Plan (SSDP) 2011-2013. Based upon a multi-stakeholder planning process, UNDP's assistance enabled the Government to produce the first ever national plan for improving basic service delivery, and establish an agreed structure for budget and financial management to support implementation through national systems. The sector plan identifies key development objectives for GoSS and outlines priority programmes for achieving these objectives. In addition it provides guidance to Development Partners in their work and programming, in line with the One Vision, One Plan approach of the "New Deal" adopted in Busan. The plan has been finalized and is the basis for the United Nations Development Assistance Framework.</p> <p>(Completed)</p> <p><i>Source: Government of South Sudan. (2011). South Sudan Development Plan 2011-2013: Realising Freedom, Equality, Justice, Peace and Prosperity for All, Council of Minister's Draft, pp311-335</i> http://www.partnersvoorwater.nl/wp-content/uploads/2011/09/SouthSudanDevelopmentPlanCouncilVersion04JUL2011.pdf</p>		
	<p>TAJIKISTAN</p> <p>As a result of the experience of major disasters in 2010, there has been a significant shift towards pre-disaster preparedness for recovery among national disaster management authorities. The National Committee for Emergency Situations (CoES) facilitated international participation and support through a national platform (REACT) convening international donors and NGOs. Based on a review of REACT stakeholder, CoES in consultation with UNDP, developed a national Recovery Framework in March and April of 2011. This was divided into separate Recovery Frameworks for the relevant governmental agencies to ensure they were in line with their documents and priorities. The CoES committed to support the development of the Recovery Framework in a form of 'Guidance on Recovery'. It is expected that in 2012 the Framework will be endorsed by the Deputy Prime Minister and will become a legally binding by-law to fill the existing legal gap.</p> <p>(On track)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SRI LANKA</p> <p>Following the floods in Jan and Feb 2011, the Disaster Management Centre (DMC), with support from UNDP, led a needs assessment and launched a Flash Appeal of 325 million USD to floods recovery activities (UNOCHA and government reports). The Government allocated approximately 300 Million USD from the national budget that was used on infrastructure development and to meet the immediate needs of the flood affected communities. Nearly 70% of the total affected communities benefitted from recovery activities carried out by the DMC. Medium term assistance included grants to build permanent shelters, renovation of irrigation infrastructure such as tanks and canals, repairing of roads and rehabilitation of other infrastructure facilities such as electricity, pipe borne water and telecommunications. As a result of these interventions, services returned to their previous levels within two months.</p> <p>The Disaster Management Coordination Committee is also engaged in addressing some of the capacity gaps that emerged during the recovery process (needs identification, camp management including improving the facilities available in evacuation centres, and monitoring the recovery process) with support of UNDP, UNOCHA and the members of National Disaster Management Coordination Committee. For instance, the DMC reinforced its presence through staff in flood affected and other areas with the objective of improving the coordination in future disaster events.</p> <p>(Completed)</p> <p><i>Source: http://fts.unocha.org (Table ref: R1)</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>COLOMBIA</p> <p>The 2010-2011 floods affected more than a million people in the Caribbean region of Colombia. "Colombia Humanitarian", the national entity created to implement the recovery process, engaged in designing new institutional structures, implementation mechanisms and training of staff for the fast-track intervention of the creation of 100,000 emergency jobs in 8 Departments of the Caribbean region with UNDP support. 2,500 jobs and stabilization measures for 400 families in the poorest communities were directly created by UNDP.</p> <p>In tandem, local level capacities were assessed in 2011 and the results of the assessment informed decision making processes for the structural institutional reform and decentralization process taken forward by the National Secretariat for Disaster Risk Reduction. Through the direct support of UNDP, eight Departments in the Caribbean region have Disaster Risk Reduction and Recovery planning included as part of their four year development plan; prevention and mitigation actions have allocated funding; and risk assessments were made in three of the most vulnerable municipalities being used for post-disaster recovery and territorial pilot plans.</p> <p>In 2011, eleven offices for emergency and recovery management were opened in eight Departments as part of the decentralization process and are fully operational to face the 2012 winter rains.</p> <p>Software to track use of funds and programmes for recovery has been installed in eleven municipalities, with the support of UNDP, to increase accountability. Official government reports show that 75% of the emergency jobs funds are a sound expenditure. This was a critical milestone during an electoral year where concerns of misuse of public funding were high.</p> <p>(Completed)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>ECUADOR</p> <p>The National Government of Ecuador is taking pre-emptive actions to reduce the possible impacts of natural hazards in its territory. As a result of UNDP's advocacy on preparedness for recovery, the Ministry of Finance developed a fiscal policy in 2011 that comprises an incentive system for disaster risk reduction and recovery at the municipal level. Under the policy, municipalities taking disaster risk reduction and recovery measures, receive a higher budget allocation by the Ministry for development programmes. As a result of this policy, recovery and adaptation actions are now part of the daily municipal business (periodic evaluation will be conducted on the impact of the actions implemented by the municipalities) and 4 out of 10 municipalities have shown reduced losses of public infrastructure, housing and productive means in terms of recurrent natural hazards. As an example, due to the incentives, the municipality of Babahoyo now has systems for contingency planning for floods; has incorporated the disaster risk principles in Land Use Planning; and a microcredit system for early recovery managed by the municipality.</p> <p>The policy has also helped the municipality of Cevallos, in central Ecuador, to diversify livelihoods of the majority of the population exposed to losses in horticulture due the continuously falling ash from the nearby Tungurahua volcano.</p> <p>(Completed)</p>		
<p>MILESTONE 3.2.2 National Authorities in 5 countries complete capacity assessment and/or multi-stakeholder consultations leading to development and/or review of policies, programmes or plans for prevention and recovery.</p>	<p>This milestone was exceeded with national authorities having completed capacity assessments in eleven countries.</p> <p>Authorities in two post-conflict countries, South Sudan and Burundi, completed these assessments. The remaining nine countries are post-disaster: Tajikistan, Kazakhstan, Kyrgyzstan, Lesotho, Macedonia, Kosovo, Montenegro, Serbia and Albania.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KAZAKHSTAN, KYRGYZSTAN, and TAJIKISTAN</p> <p>Under the auspices of the Organizing Committee of the Central Asian Center for Disaster Response and Risk Reduction (CACDRRR), capacity strengths and gaps of national authorities were assessed during March of 2011 in order to target the development of future activities for the Center. The Regional Capacity Development Strategy and Plan for the center was developed and was approved by the Coordination Council. Following consultation with the stakeholders, it was decided to focus capacity development activities on the enabling environment, risk assessment, early warning, and disaster preparedness and response over the short to medium term and disaster mitigation over the long term. These recommendations will be carried forward with funding from the Government of Kazakhstan, as well as donors, pursuant to Government of Tajikistan signing the interstate agreement legally establishing CACDRRR as a tripartite entity (Kazakhstan and Kyrgyzstan have signed the agreement).</p> <p>(On track)</p>		
	<p>LESOTHO</p> <p>Following the 2011 floods, a Post-Disaster Needs Assessment was carried out jointly by the Government, the World Bank, the EU and the UN to assess damages and losses, which amounted at US\$ 66.1 million - equivalent to 3.2% of the GDP. Sectoral assessments revealed that key livelihoods sector suffered highest damage; infrastructure related losses were second. Based on the results of the assessment, a recovery framework aimed at food security and livelihoods support and revitalization of the agriculture sector has been developed.</p> <p>A Trust fund was established to channel donor funds for recovery. To date USD 2.1 million has been mobilized for recovery activities.</p> <p>(Completed)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOUTH SUDAN</p> <p>In July 2011, UNDP technical assistance enabled the Government of Southern Sudan to complete a National Mid-Term Capacity Development Strategy (MTCDS). This plan was based on multi-stakeholder consultations led by the Ministry of Labour, Public Service and Human Resource Development (MoLPSHRD) and identifies core institutional capacities required to ensure the viability of the nascent South Sudanese state and lay the foundations for more comprehensive developmental planning. Based upon the Mid-Term Capacity Development Strategy, the MoLPSHRD has been established and has been recognized as the lead Government agency in capacity development, chairing the Capacity Development Working Group coordinating international and national support to the public administration. Overall the profile and importance of capacity development was raised across Government; this is demonstrated in the requests made by Government agencies to the MoLPSHRD for support under the IGAD Regional Initiative for Capacity Development.</p> <p>(Completed)</p> <p><i>Source: Government of South Sudan. (2011). South Sudan Development Plan 2011-2013: Realising Freedom, Equality, Justice, Peace and Prosperity for All, Council of Minister's Draft, pp311-335 http://www.partnersvoorwater.nl/wp-content/uploads/2011/09/SouthSudanDevelopmentPlanCouncilVersion04JUL2011.pdf</i></p>		
	<p>THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA, KOSOVO, MONTENEGRO, SERBIA, ALBANIA</p> <p>The draft Outline of the Regional Disaster Risk Reduction Strategy has been approved at an inter-ministerial meeting and capacity development plans set up in order to support the elaboration of capacity development activities at the national and regional level under EC's Instrument for Pre-Accession. These will be funded and implemented in 2012. The strategy was based on Disaster Risk Reduction Assessments, which were completed in Serbia in May, Kosovo, Albania and Montenegro in April, and The Former Yugoslav Republic of Macedonia in March by the national authorities. The assessments identify the different areas that need to be addressed to promote harmonization of disaster risk reduction in Eastern Europe. All of the aforementioned assessments utilized methods adapted from a joint BCPR-CDG assessment of DRR capacities in Armenia (2009-10). The method seeks to maximize stakeholder participation, permitting a high degree of self-assessment and the development of stakeholder capacity for this.</p> <p>(Completed)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>BURUNDI</p> <p>In last quarter of 2011, the Government of Burundi, supported by technical assistance from UNDP, completed a draft National Capacity Development Strategy. The strategy was based upon the multi-stakeholder consultations that formed the Burundi 2020 national visioning exercise completed in June. It sets out the main capacity development activities required for the successful implementation of the 2011-2015 PRSP. Aid effectiveness, anticorruption, parliamentary strengthening and reintegration were all identified as starting points for discussion. The process is chaired and conducted by the Ministry of Planning and Communal Development, and the draft is expected to be adopted by the second quarter 2012.</p> <p>(Completed)</p>		

INDICATOR 3.3:

Conflict Sensitive approaches to electoral cycle development integrated into electoral systems in fragile countries.

BASELINE: 01/2010

Rigorous conflict analysis and policy responses are very weak:

- Very few electoral commissions conduct conflict analysis
- Very few countries have conflict sensitive electoral strategy.
-

Countries selected according to the following criteria:

- National elections taking place before 12/2012.
- Tools of violence widely held/easily available.
- Reports (e.g. ICG reports, UN Secretary General's reports) indicate threat of electoral violence.
- BCPR priority country.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
<p>MILESTONE 3.3.1</p> <p>Conflict-sensitive electoral strategies developed in at least 3 additional countries, and implemented therein as part of electoral cycle engagement.</p>	<p>Delivery on this milestone is partially achieved. Two countries, Liberia and Tunisia, ensured that conflict sensitive electoral strategies were part of the electoral support engagement and transitional process respectively. The other planned intervention in Afghanistan had to be cancelled for security reasons. Unfortunately it was not possible to identify an alternative country in 2011, however, foundations were put in place to ensure that conflict sensitive electoral strategies are embedded within further countries in 2012.</p>	<p>Need to improve coordination and collaboration with BDP to ensure that conflict risk assessments, and strategies are developed early enough in the electoral process to have impact.</p> <p>The mission to Afghanistan had to be cancelled due to an attack on the United Nations in Mazar.</p>	<p>Overall progress to the milestone is progressing well. 3.3.1 was partially achieved and 3.3.2 was achieved.</p>

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>LIBERIA</p> <p>2011 has been a critical year in Liberia, with elections seen as a defining milestone for consolidating gains of transition from conflict and achieving a path for political stabilization and development. On the Election Day on 11 October, 2011 with a run off on 8th November, 2011, there were only a few isolated incidents of violence. The domestic observers provided independent statements on the credibility of the process. Following an assessment of risks of electoral violence conducted by BCPR with BDP in April 2011, issues of tensions resulting from lack trust in the process by many political actors were identified. To address these, a strategic framework of activities was developed; the framework provided guidance on conflict triggers and recommended actions to deter and diffuse electoral conflict, including awareness raising on electoral procedures, multi-stakeholder consultations with media, civil society and excluded groups, such as discussion and debate with and between the general public political party leaders and youth prior to the election. UNDP, as well as other partners and actors such as INGOs, and bilateral development partners, carried out these activities prior to the election. (Completed)</p> <p><i>Source: Report - Assessing the risks for electoral conflict / electoral violence eruption and of electoral conflict prevention and electoral dispute resolution capacities of the NEC, as well as civil society and media</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>TUNISIA</p> <p>Following the events of the Arab Spring, in March 2011, a conflict sensitive electoral strategy to increase the capacity of the election management body was developed by representatives of 22 political parties and 13 independent candidates, NDI, CAWTAR, and iKnowPolitics, with support from UNDP.</p> <p>The strategy set out broad, holistic support not only for the electoral management body but also for the political parties that addressed legal, procedural, operational, training and public outreach issues. In addition, the importance of women's political participation and the role of women in national dialogue were recognized. Over 160 women candidates were supported in the preparation of their electoral campaigns; four of them went on to win a seat in the constituent assembly. The strategy resulted in an inclusive and participatory campaign concluding in a peaceful election.</p> <p>A multi-party dialogue of all parties was held in May 2011, which resulted in a consensus around the development of new political party legislation, political party financing mechanisms, and the development of a code of conduct for parties. This was disseminated among all political parties through coaching and workshops. The multiparty dialogue initiated by the Higher Authority for political reform resulted in an agreement between eleven from the twelve main political forces on a consensual approach to manage the post electoral period. UNDP wasn't directly linked to this dialogue, which was discreetly conducted by the Higher Authority in close consultations with political parties; it provided an indirect support to this institution in the field of dialogue. After the election, UNDP has offered its support to stakeholders through a comprehensive support project to the dialogue and constitutional process, which aims to appease internal tensions and to build a wide consensus on the expected reforms. The support adopts an electoral cycle approach and support for the national constituent assembly election is just the first of the five phases envisaged.</p> <p>(Completed)</p> <p>Source: <i>TUNISIA Constituent Assembly Elections 2011, Make Every Woman Count</i> http://www.makeeverywomancount.org/index.php?option=com_content&view=article&id=1982:tunisia-elections-2011&catid=69:political-participation-a-election-monitoring&Itemid=170</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SIERRA LEONE</p> <p>The preparations for elections in Sierra Leone in 2012 are ongoing with significant UNDP support. The UN Mission in Sierra Leone and UNDP developed a project document for the government, which integrated a number of measures focused at ensuring conflict prevention, managing potential for electoral conflict and decreasing tensions and risks for eruption of violence. Further assistance may be required from BCPR in 2012. This will depend on the perceived level of political tensions in the country. (Off track)</p>		
	<p>AFGHANISTAN</p> <p>Following the attack on UN personnel in April 2011, a DPA-UNDP (RBAP-BCPR-BDP) Technical Assessment Mission to develop the next phase of the ELECT support program, was indefinitely postponed due to security concerns. Due to the urgency and time sensitivity of the assignment, the country office proceeded in developing electoral support package with only remote support by BCPR and BDP. (Off track)</p>		
<p>MILESTONE 3.3.2 Institutional mechanisms for the prevention of electoral related violence are integrated into National institutions (e.g. Parliaments, Political parties, etc.) in 2 countries.</p>	<p>This milestone is on target with conflict-sensitive electoral support strategies and/or institutional mechanisms for the prevention of electoral related violence are being integrated into national institutions in two countries: Liberia and Colombia.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>LIBERIA</p> <p>Following signals that the National Electoral Commission (NEC) capacities for resolving disputes and managing external relations were to be central for mitigating conflict risks, an assessment was conducted by BDP and BCPR and a plan for integrating electoral dispute resolution mechanisms into national institutions was developed in April and May 2011 in collaboration with the NEC. Capacity was developed in the legal departments to improve the cooperation with the judiciary; increase capacity for reviewing complaints; and, disseminate legal information on the electoral procedure (in cooperation with IFES). There was increased interaction with political parties and key stakeholders in the electoral process, which provided a conducive environment for the decrease in the risk of political unrest and election related violence during the election. However, these capacities were only of a short term nature and institutionalized. Sustaining these conflict prevention capacities within the NEC proved to be a challenge due to lack of resources and a review of the NEC's institutional framework that did not include all of the above elements. However, the NEC and other stakeholders improved their understanding of electoral processes and systems in Liberia and the weaknesses therein. Work will continue in 2012 with support from BCPR to identify whether it may be possible to institutionalize these capacities in the NEC.</p> <p>(Completed)</p> <p><i>Source: Report - Assessing the risks for electoral conflict / electoral violence eruption and of electoral conflict prevention and electoral dispute resolution capacities of the NEC, as well as civil society and media</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>COLOMBIA</p> <p>The 2011 regional and municipal elections took place peacefully on the 30th October. A substantive analysis of the risks of deepening ongoing conflict with additional factors associated with elections was carried out with the local authorities in conflict affected regions by UNDP. The findings were published in July 2011. Findings were used as the basis to facilitate dialogue between civil society groups, including conflict victims, and political parties. These dialogues took place in conflict affected areas with high level presence of illegal armed groups which exerted important control over the selection of candidates and the electoral process in areas with limited state authority. With support from UNDP, civil society groups for the first time in over 3 decades engaged in dialogue with candidates and political parties and put forward an agenda for local priorities and local development. This dialogue led to the formulation and signing of “Political Pacts” with as many candidates to mayor as possible. The “pacts” included priorities defined with the civil society in 6 provinces. UNDP supported the development of advocacy capacities in civil society to impact on these “pacts” and provided capacity development to over 250 candidates for mayor to become aware of and understand policies associated with local development and peace building. In order to ensure transparency of the electoral process UNDP supported the creation of electoral observatories in the 6 conflict provinces (Oriente Antioqueno, Narino, Meta, Cesar, Montes de Maria, and Huila) coordinated by civil society organizations. The observatories played a critical role in ensuring the conduction of free and fair elections in all conflict affected territories. Once majors were elected, UNDP worked with elected majors to support the design of provincial development plans and support the implementation of the Victims Law and Land restitution Law.</p> <p>(On track)</p>		

INDICATOR 3.4:

Crisis Prevention and recovery objectives integrated into parliamentary development, including political party development, implemented in conflict affected countries.

BASELINE: 01/2010

Few parliaments in Arab States, Central American and West Africa regions undertake conflict prevention measures (e.g. armed violence issues rarely debated). Parliamentarians' awareness of and ability to address armed violence and community security issues (e.g. drafting and debating draft bills on armed violence issues) is limited.

0 parliaments in these regions have functioning committees on armed violence issues.

0 parliamentary networks addressing armed violence issues. **

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 3.4.1 Based on lessons learned from the work of 1st network, 2nd regional network of parliamentarians established and addressing conflict prevention and/or armed violence.	Africa, the Arab States and Latin America during 2010, a regional network of parliamentarians was launched at the end of 2010 in the Arab States and at the end of 2011 in Central America. Despite this progress, the events of the Arab Spring have led to a reallocation of resources from regional interventions to country specific support to assist in political transitions in affected countries.	In light of recent events, original milestone targets are no longer relevant in the Arab states region. Close collaboration between BDP and BCPR have enabled these resources to be re- allocated to support successful activities at national level.	Overall progress towards the indicator is partially achieved; 3.4.1 has been delayed as the focus of the regional network was refocused into specific country level interventions due to the Arab Spring; 3.4.2 was achieved.
	ARAB STATES Regional Strategy refocused to support selected countries in the Arab Spring: As a result of the Arab Spring, in 2011, expertise gathered through regional work has been refocused to provide direct country support to support national parliaments and political parties in the process of transition and democratic transformation. Given limited resources, the decision was taken to support Parliaments and Political Parties during the critical transition with in Tunisia successful results. This work lead to the development of strategy to support political transitions in 2 additional countries: Libya and Egypt. Currently support is being provided to include women in the constitution process in Libya and supporting the consultation process for the new constitution in Tunisia. (Off track)		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>CENTRAL AMERICA</p> <p>In 2011, following an upsurge of militarized responses to armed violence in several Latin American countries, consultations were conducted by UNDP to identify parliamentarians and politicians interested in championing preventative approaches. As a result, in 2011 the Foro de Presidentes y Presidentas de Poderes Legislativos de Centroamérica y la Cuenca del Caribe (FOPREL) established a Parliamentary Inter-Commission on Citizen Security and Administration of Justice (CISCAJ) to assist in the harmonization of laws and coordination around small arms trafficking. Following delays due UNDP's organizational constraints, the first meeting of the committee was held in February 2012 when senior parliamentarians from 11 countries, including Mexico and Colombia, met in El Salvador. At this meeting the legal framework for the committee was agreed, and a plan (On track)</p>		
<p>MILESTONE 3.4.2</p> <p>Technical and administrative capacities of parliaments to prevent conflict and support institutional reform developed and functional in 2 countries.</p>	<p>This milestone has been achieved. Technical and administrative capacities of parliaments in Iraq and Togo have been built to prevent conflict and support institutional reform. Work has been delayed in Liberia until after the elections in 2011.</p>	<p>Strong collaboration between BDP and BCPR has had demonstrable effect in the successful delivery of this milestone. Further collaboration at regional and country level is being planned for Q3/4 and 2012.</p> <p>For Iraq, there is considerable difficulty in delivery to the remote operation of the project – headed from Amman with limited possibilities of presence in Baghdad due to security challenges.</p>	
	<p>IRAQ</p> <p>An environment of sectarian tension and ongoing political conflict has frequently paralyzed the functioning of the Council of Representatives, however, in spite of this and the difficult security situation, UNDP has built trust and established a relationship with the institution. As a result, the Iraq Council of Representatives has developed a strategic plan, with support from UNDP, that outlines how to better place the institution to deliver on its core functions, including conflict prevention. As a result of the strategic plan and the improved functioning of the research department, the committees on security and defense, human rights, and Labour and Social Services are more effectively able to and review legislation. For example, improved draft of the Labour and Social Affairs Law has been drafted and will be put forward for debate in 2012. This law is crucial for a population expecting better service delivery and for addressing the issue of youth unemployment. (On track)</p> <p>Source: http://www.undp.org/eu/stories/Press_release_undp_iraq.shtml</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>TOGO</p> <p>After violence marred elections in 2005 and 2010, UNDP has supported the development of a guide on procedures and mechanisms for the engagement of parliamentarians in conflict resolution activities. In October 2011, standing committees on defense and security and human rights were provided with a mapping of local conflicts, training on conflict mediation, and hosted constituency meetings in the provinces. Support was also provided to the recently launched Women's Parliamentary Caucus, which used this analysis as a basis for developing a proposed a law on violence against girls and women.</p> <p>(On track)</p>		
	<p>GUATEMALA</p> <p>All major parliamentary parties participated in the formation of a cross-party platform committed to reviewing the future of citizen security and justice following parliamentary elections. Their knowledge on community security has been increased which has created a good foundation for further work in 2012.</p> <p>(Off track)</p>		
	<p>LIBERIA</p> <p>In April 2011, a joint BCPR-BDP-DRC mission developed a framework of priorities to strengthen capacities for law making, representation and oversight of the Liberian Legislature. The focus of the framework is on developing the capacities of the Legislature's administration and support its modernization as well as and strengthening its role in an inclusive political process, statebuilding, preventing conflicts and defusing tensions. Due to the October 2011 elections, progress on implementation has been delayed until early 2012.</p> <p>(Off track)</p>		

INDICATOR 3.5:

UNDP and UN strategies integrating statebuilding and peacebuilding implemented in post-conflict and fragile contexts.

BASELINE: 01/2010

Concepts of conflict sensitive governance and governance and state building are new to UNDP and not clearly articulated in policy and knowledge products. In many post-conflict countries governance programmes are not sufficiently coherent and do not always address causes and dynamics of conflict and take on board political settlement issues that affect institutional recovery and transformation. Furthermore, they do not always support reconciliation mechanisms to rebuild the social contract. Preliminary efforts are being undertaken in South Sudan and Iraq and BCPR will build on this experience as a starting point. Existing political economy analysis and governance assessment tools not adapted to crisis contexts.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 3.5.1 UN Policy Committee adopts policy on Post Conflict State Building.	The 2011 Annual milestone was refocused following extensive consultations with member states and within the UN system. Consensus does not exist among member states on the desirability of having a UN state building norm. Therefore, BCPR refocused its efforts on mainstreaming these principles in current UN policy processes and a UNDP policy on crisis governance that adopted statebuilding and peacebuilding principles.	Partnerships are crucial for successful statebuilding interventions. Within the UN system, statebuilding is a fragmented area across different agencies with relatively weak mechanisms for inter-agency coordination and accountability. As a result, in fragile states, particularly post-crisis or during conflict recovery processes, numerous actors work on capacity development issues and initiatives. These are often focused on sectoral outcomes and fail to account sufficiently for cross-cutting institutional, organizational and human capacity gaps and are often undertaken in isolation from other initiatives. As a result, BCPR will advocate for statebuilding architecture similar to the one being built up for peacebuilding within the UN system. Comprehensive multi-sectoral capacity 'gap' assessments in fragile states are not effective in fragile states for the following reasons: 1) they raise expectation; 2) the timelines are too long; and 3) often identify extensive technical gaps, without establishing political buy-in or priorities. A common risk is that such assessments become perceived as outcomes, rather than outputs.	Milestone achieved through refocus

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>Refocused The development of UN-wide Post Conflict 'State Building' policy remains extremely challenging as member states do not yet have consensus on the development of a statebuilding norm for the UN.. BCPR undertook consultations with the Secretariat (DPA, DPKO and PBSO) and other UN agencies (DOCO, and other development agencies) to ascertain the level of support to take a policy proposal forward. Given the reluctance from the secretariat to support this, BCPR opted to refocus the support to "mainstreaming" state building into existing UNDP practice and UN policy processes. BCPR completed an options paper drawing upon the consultations which provided a road –map to ensure state building is more firmly placed in UN policy processes and programming approaches of UNDP. With the endorsement of the New Deal and the Statebuilding and Peacebuilding Goals (PSGs) proposed by the G7+ in Busan, the UN Development Group, de facto embraced state-building principles and, within that framework, BCPR's emphasis will be on implementation support at national level and global policy efforts at international level.</p> <p>To this end, the following was achieved in 2012.⁵</p> <ul style="list-style-type: none"> • A UNDP policy framework, endorsed by the UNDP administrator, responding to the state building and peace building goals was completed in 2011 after 2 years of research (Governance for Peace: Securing the Social Contract). The report was launched with an extensive roll out process with the UN, UNDP country offices and G77 governments. This report calls for a new approach to support national capacities, enhanced state-society relations in conflict affected states and emphasises the importance of improving partnerships to achieving results in crisis contexts.⁶ • A Gender and Crisis Governance companion is in its second draft to accompany UNDP's policy and programming framework; 	<p>Issues: There is a need to be cautious of administrative or civil service reform agendas in crisis affected fragile states, and ensure that the national systems and absorption capacity of these states are not overwhelmed by the resource, planning and coordination burdens such agendas impose.</p> <p>Challenge: 2011 was a year of transformation and flux for BCPR; the team managed to deliver throughout this period and has created a strong foundation for 2012.</p> <p>The collaboration between UNDP/BCPR and the World Bank has remained at a knowledge management level and has not progressed to joint implementation on the ground due to differing operating procedures and the challenges posed by how to transfer funds from one agency to another. These modalities will continue to be discussed in 2012.</p> <p>Despite significant changes over the last two years, consensus among member states on statebuilding remains challenging, specifically amongst the G77. There is a need for an international partnership to take this forward.</p>	

⁵ Source: Eavis Paul (external consultant) Strategy Paper to explore the development of a UN Norm on State building, November 2011

⁶ Source: Governance for Peace: Securing the Social Contract Report Launched by IPI in January 2012- <http://www.theglobalobservatory.org/reports/202-new-undp-report-governance-for-peace-securing-the-social-contract.html>.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>BCPR has further mainstreamed Statebuilding guidance into a number of UN policy processes associated with the implementation of the Secretary General's Report on Peace Building in the Immediate Aftermath of Conflict:⁷</p> <ul style="list-style-type: none"> • A State Building approach was fully integrated into the framework for reviewing the UN Public Administration Reform responses in the immediate aftermath of conflict ; • Introduction of State Building concepts into the work of the UN Inter-Agency Task Force on National Capacities set up to implement the Secretary General's recommendations from the report on Civilian Capacities. The Task team, with support from BCPR, is in the process of completing a global mapping of tools, approaches and guidelines. A specialized web-site with up-to-date resources was set up. • The UNDP/WB/OECD Secretariat developed draft indicators for the SPGs that were presented and discussed in the G7+ retreat in Juba in October 2011. Further support will include efforts to homogenize G7+ indicators with existing UN indicators. <p>The New Deal resulted from concerted efforts by the INCAF members and the G7+ to provide a new global platform for conflict and fragility. UNDP/BCPR's contribution to the game-changing agreement (through its co-chairmanship of INCAF and participation in the International Dialogue Steering Committee and working Groups) included substantive inputs into the document; consultation and coordination within the UN system; and, most importantly ensuring the UNDG (rep</p>	<p>Changes to indicator and all milestones were proposed to DFID in February 2011, however, it was decided not to reduce the milestones to the proposed level. This has led to the milestones not being met.</p> <p>PEA is a new area of work for UNDP. The development of the tool needs to be tested and UNDP country offices need to be engaged in providing feedback. The political nature of the exercise poses difficulties for UNDP in the field, thus take-up is slow particularly given UNDP's mandate vis a vis governments.</p> <p>Work on the governance assessment has been delayed, there are important differences within UNDP on how to integrate conflict and fragility into the governance assessment tool, which has primarily designed for developmental stable contexts. As a result of this disagreement, it has been difficult to operationalize it and take forward this commitment. Given these difficulties, a decision has been made to slow down joint work with the OGC, however, BCPR has initiated conversations with Colombia to take this work forward in the conflict affected territories in 2012.</p>	
MILESTONE 3.5.2 State building strategy being implemented in 4 fragile and post crisis countries.	<p>The 2011 annual milestone was partially met. BCPR worked with four UNDP programmes to ensure that state building strategies were adopted by UNDP COs and partner governments. Three of these countries, the Occupied Palestinian Territory, South Sudan and Iraq completed these efforts in 2011 and implementation has started. In the fourth country, Somalia, the strategy has been delayed and will be completed and implemented in 2012.</p>		Partially achieved

⁷ Source: Draft PAR Review

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>PAPP⁸</p> <p>A state building assessment of the Palestinian National Authority (PNA) was undertaken by BCPR and ODI in 2010-2011. The review resulted in a new approach for UNDP that refocused support towards a more strategic approach to state building. The strategy was agreed with the PNA. With support from BCPR, UNDP designed a comprehensive programme of work and approved by the PNA and partners. It covers a) support for improved accountability of PNA, b) further engagement of PNA with civilian groups, c) improved planning processes in areas not currently under the control of the PNA, and d) support to international advocacy to speed up efforts to promote a more sustained inclusive political settlement to break through the internal political divide. BCPR provided seed funding (USD900,000) in late 2011 to kick start implementation in 2012.</p> <p>(Achieved)</p> <p><i>Source: Alina Rocha Menocal. (2011). The Palestinian State-building Agenda, Report prepared for the United Nations Development Program/Program of Assistance to the Palestinian People (UNDP/PAPP), http://www.odi.org.uk/resources/docs/7318.pdf; UNDP Programme Document: Supporting governance for Palestinian Statehood</i></p>		
	<p>SOUTH SUDAN</p> <p>In 2010, a BCPR supported assessment of core state functions was approved by the government. Based on this assessment, in April 2011, UNDP confirmed Statebuilding and Good Governance as a key pillar for UNDP's South Sudan's Transitional Country Programme for 2011-12. This strategy draws lessons from the statebuilding work on capacity development, this includes provisions to provide technical support to a national coordination mechanism for capacity development; scaling up on ongoing South-South mentoring and coaching facilities to reinforce and enable the national civil service; and development of a prioritized strategy for national capacity strengthening integrated into the National Development Plan. This work has been recognized as strategic value added of UNDP in South Sudan and a potential pilot for CivCap modalities applicable in other fragile states.</p> <p>(Achieved)</p> <p><i>Source: Building Civil Servant Capacity in South Sudan; DIIS Policy Brief October 2011, http://reliefweb.int/sites/reliefweb.int/files/resources/PB-Civil-Servant-South-Sudan_web.pdf</i></p>		

⁸ Programme of Assistance of the Palestinian People

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>IRAQ</p> <p>Following the approval of the UNDAF integrating a statebuilding framework in 2010, implementation began in 2011. The first UNDP CPD (2011-2014) was endorsed by the Iraqi Government and has several strong state building components that focus on key areas such as: a) fostering inclusive participation and reconciliation; b) strengthening accountable and responsive governing institutions; and c) grounding democratic governance in international principles. Outputs range from support to the Election Commission; public sector reform; parliamentary reform; local area development programmes; anti-corruption projects; extensive support to the judiciary under rule of law; support to the formation of the Human Rights Commission; and a number projects focused on civil society, reconciliation and gender through e.g. the establishment of family protection units at police stations.</p> <p>(Achieved)</p>		
	<p>SOMALIA</p> <p>BCPR conducted a review of UNDP's governance portfolio of support to Puntland and Somaliland and aspects of its support to the Transitional Federal Government in Mogadishu. The review identified a number of gaps where UNDP needed to improve its statebuilding approaches, particularly: a) linking more effectively support to institution building with strengthening citizenship at sub-national level, b) strengthening conflict sensitivity of several projects particularly PAR which is being implemented in different situational contexts in Somalia, c) developing and expanding work with parliaments, political participation and inclusive politics at sub-national level and, d) developing more realistic objectives on civil service reform and capacity development including shifting modalities of the latter to south-south cooperation and mentoring of civil servants. The portfolio review was followed up by 2 important external evaluations led by donors and the Somalia CO (Public Administration Reform and Rule of Law). The CO restructured the office and brought together the RoL and Governance units into a single cluster. With support from BCPR a programme framework for crisis governance was designed and it's currently being revised into a coherent programme that fully integrates Governance and Rule of Law initiatives and addresses gaps in working with civil society, gender issues and most importantly support to political institutions.</p> <p>(Delayed)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 3.5.3 Four UNDP Country Offices in fragile/post-conflict countries have conducted/obtained political economy analysis and conflict analysis.	BCPR has contributed extensively to the development of a UNDP guidance note on Institutional Context Analysis (ICA) for fragile and conflict affected settings. This is based upon political economy analysis frameworks and draws upon lessons learned by the WB, DfID, and Holland. Following completion of a generic tool, BCPR is finalizing a chapter specifically on the application of ICA in CPR contexts to be released in 2012. In place of pilots a series of trainings to country office managers and programme staff were held in Bangkok, Cairo and Bratislava. BCPR has since initiated piloted the guidance in one country, Rwanda, and is engaged in the development of a framework for ICAs for frozen conflicts in the ECIS Region which resulted from recommendations by UN RCs and UNDP CD in a meeting to discuss frozen conflicts in December 2011. The tool for ECIS is being developed and a first validation workshop is due to take place in April 2012. (Off track)		This milestone was not met. BCPR has developed an annex to the Political Economy Analysis tool being developed by the Oslo Governance Centre, which focuses on fragile and conflict affected settings. It has required extensive consultation at country, regional and global level to try and identify consensus in UNDP to define parameters and focus for PEA for planning and projects. The level of consultation was not anticipated, hence the delay in the development and testing of this tool.
	RWANDA ICA Training for UNCT was carried out in Rwanda in preparation for the 2012 United Nations Development Assistance Plan (UNDAP). The ICA will complement the stakeholder analysis and the UN comparative advantage analysis, which are mandatory processes for the UNDAP preparation. The UNDP Rwanda country office has also expressed interest in using the ICA approach for its own internal programming review and reorientation process. (Delayed)		
	SUDAN There are ongoing discussions to include the ICA methodology in the development of a new country programme strategy in 2012. (Off track)		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 3.5.4 BCPR, OSG Regional Bureaus agreement on state building strategy mainstreaming in UNDAFs/CPDs in relevant countries	BCPR's crisis governance approach will be implemented in 12 countries from 2012. The policy framework will be rolled out through a series of regional communities of practice in Africa, ECIS and Asia Pacific as well as with UN system actors in seminars and policy dialogues in 2012. (Delayed)		This milestone is delayed with a focus on completing the Governance for Peace Framework which is more appropriate to UNDP's programming approaches and role in fragile states.
MILESTONE 3.5.5 Assessment tools to strengthen state building approaches for UN system developed and tested in two countries. (Governance assessments).	This milestone was not met as it was refocused in Liberia and the activity delayed until 2012 and it is unclear whether UNDP Sudan will continue this effort.		Delayed

INDICATOR 3.6:

UNDP and UN strategies integrating statebuilding and peacebuilding implemented in post-conflict and fragile contexts.

BASELINE: 01/2010

Concepts of conflict sensitive governance and governance and state building are new to UNDP and not clearly articulated in policy and knowledge products. In many post-conflict countries governance programmes are not sufficiently coherent and do not always address causes and dynamics of conflict and take on board political settlement issues that affect institutional recovery and transformation. Furthermore, they do not always support reconciliation mechanisms to rebuild the social contract. Preliminary efforts are being undertaken in South Sudan and Iraq and BCPR will build on this experience as a starting point. Existing political economy analysis and governance assessment tools not adapted to crisis contexts.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	The milestones for 2011 were not met. The decentralized leadership of UNDP and changing priorities for INCAF members, have resulted in high transaction costs and slow progress in achieving policy milestones requiring consent from external and internal partners. BCPR has worked to identify complementary activities and support global and national advocacy, however, results remain partial, requiring further work in 2012 to reach targets.		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 3.6.1 At least 2 UNDP Country Offices have capacity to mainstream and apply OECD-INCAF Guidance on Peace-building and State-building.	GLOBAL Based upon coordination across UNDP, the OECD Statebuilding Guidance is currently being mainstreamed into regional Community of Practices (CoP) on Crisis Governance which will be attended by Resident Representatives, Resident Coordinator's, Country Director, and DCD Programme from crisis affected countries. A CoP for Africa is scheduled in March 2012, with concept and budget approved by RBA, BDP and BCPR, however, a CoP in RBEC has been postponed. UNDP is preparing a note for the UNDP Operations Group to ensure recommendations resulting from the Governance for Peace report are endorsed by UNDP management and transmitted to CO senior management. Given the decision to mainstream activities (Partially achieved)	Continued delays in INCAF to agree an action plan for the joint testing of the guidance note in specific countries has resulted in UNDP proceeding independently. Coordinated advocacy calling for joined up action on the Statebuilding Guidance at Global and Country level is required.	Partially on track.
MILESTONE 3.6.2 OECD-INCAF Guidance Notes tested in 2 UNDP Country Programmes and lessons learned	There has been limited movement on the INCAF Peacebuilding/ Statebuilding Task Team on how best to approach the piloting of OECD guidance on Statebuilding. In the lead up to the Busan High Level Forum in November 2011, priority was given by INCAF members to ensure statebuilding and peacebuilding objectives put forward by the G7+ countries were adopted. Efforts to present the statebuilding guidance note to the international community took place in Liberia and Yemen. In Liberia in June 2011 in a session co-sponsored by the OECD secretariat, USAID and UNDP, UNDP took forward an effort to coordinate a multi-lateral response to the guidance. It became apparent that there was no consensus on approaches, and insufficient information had trickled down from capitals. In October 2011, the Government of Germany hosted an important multilateral meeting on integrating statebuilding into planning for the transition in Yemen. This again revealed limited buy-in from OECD members, with particular concerns with commitments to deliver aid through national systems. Subsequently UNDP Yemen has developed a concept paper on approaches to SB in Yemen however, this document has not been integrated into the strategy of UNDP to support transition. (Off track)		

National and local capacities strengthened for improved justice and security service delivery in conflict, post conflict and fragile settings

INDICATOR 4.1:

Countries improve capacities to control small arms proliferation and mitigate armed violence (AV).

BASELINE: 01/2010

Capacity to monitor and respond to Small arms and light weapons (SALW) proliferation and AV exists in 5 countries that have received UNDP support (to include: i) Commissions/agencies coordinating national SALW / AV programming; ii) National responsible bodies publishing Annual reports; iii) Responsible local / national bodies implementing AVP programming / measures.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
<p>MILESTONE 4.1.1</p> <p>In 10 countries, national inter-agency coordination mechanisms, and/or constituent line ministries publish annual crime, violence or arms import/export reports informing national policy formulation and implementation.</p>	<p>KENYA</p> <p>With UNDP support the Kenya National Focal Point on Small Arms, in coordination with amongst others the police, military, Ministry of Foreign Affairs, Ministry of Interior, Ministry of Northern Kenya Development, civil society, UNDP and the Regional Centre for Small Arms (RECSA), has been able to develop, finalize and publish the 2011 national small arms survey. The last survey in Kenya was conducted in 2003 so there has been a critical need to update the small arms and armed violence baseline in the country for better programming and response. The 2011 survey led to country-wide discussions, detailed press articles and informed policy debates and legislative debates on small arms related legislation (community policing, firearms act, policy on small arms and light weapons). The milestone has been met and will continue to be supported through UNDP support to improve the quality of national crime research, amongst others to support the technical and institutional capacity of the National Crime Research Center and pilot initiatives to undertake crime observatory work in the Nairobi region.</p> <p><i>Source: Daily Nation, 17 September 2011; http://www.nation.co.ke/oped/Editorial/Report+on+illegal+guns+an+urgent+call+to+action+/-/440804/1238056/-/ks3f6t/-/</i></p>		<p>With individual milestone achieved in 70% of countries and partially achieved in 20%, the milestone has been achieved.</p>

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>BURUNDI</p> <p>As a result of longstanding UNDP support to the National Permanent Commission for the fight against the proliferation of SALW (CNAP), a National Action Plan 2011–2015 for control and management of SALW and civilian disarmament was developed and adopted by the Council of Ministers. Through the establishment of a national computerized database for SALW (National Defence Force (FDN), Burundi National Police (PNB), the National Intelligence Service (SNR) and CNAP), and a training provided to CNAP with support by UNDP, the registration of police weapons continued. 48% of police weapons (more than 10'000) were marked and registered. As a result of the SALW control campaigns carried out by the CNAP with support of UNDP in 2011, the CNAP collected and registered eight assault rifles, 168 pistols, 9 mines, 39 bombs, 692 grenades, 48 513 cartouches and 41 ammunition loaders in 2011. However, the CNAP experiences difficulties related to the lack of financial resources and limited human resources capacities regarding weapons collection and registration. This explains the decrease in the number of weapons voluntarily surrendered in 2011 as a result of a lack of efforts to mobilise the population regarding SALW control and the failure to regularly publish reports on SALW control and armed violence.</p> <p>The milestone has been achieved.</p> <p>Sources: http://burundi-gov.bi/Burundi-Securite-Lancement-du-plan http://iwacu-burundi.org/spip.php?article1690</p>	<p>Issues: There are concerns of sustainability since as result of lack of funding, the Observatory does currently not have the necessary human and financial resources to produce regularly reliable reports. Consequently, UNDP will continue its support to the CNAP with regard to capacity development and resources mobilization.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>DEMOCRATIC REPUBLIC OF THE CONGO</p> <p>In 2011, the establishment/rehabilitation of provincial offices of the National SALW Commission (CNC) in Bunia, Matadi, Lumbumbashi and Kisangani was initiated. With UNDP support a provincial technical disarmament committee was formed in Ituri (Bunia). At the national level, the CNC is still facing challenges to function effectively as it was forced to vacate its office in May and still does not receive any funding from the DRC Government, which poses a threat to its sustainability. Throughout 2011, UNDP has reinforced the CNC's logistic and managerial capacities in Kinshasa by supporting its missions to the provinces and by procuring indispensable office items. Despite challenges, a small arms survey supported by UNDP and overseen by the National SALW Commission was published and officially presented to government counterparts and donors on 23 June 2011 (Kinshasa) and 23 September 2011 (Brussels). Moreover, a 5-year National Action Plan on the control of SALW was officially adopted by the Government on 9 July 2011. However, the implementation of the National Action Plan has not started yet. Implementation will take place through the regional antennas which are being established with UNDP's support.</p> <p>(Partially met)</p> <p>Sources: http://www.kinshasa.diplo.de/contentblob/3143890/Daten/1287111/Pnud.pdf; http://www.lephareonline.net/lephare/index.php?option=com_content&view=article&id=4137:armes-legeres-et-de-petit-calibre-en-rdc-vers-le-lmarquager-des-armes-de-letat&catid=54:rokstories&Itemid=107, http://www.poa-iss.org/CASACountryProfile/PoANationalReports/2012@46@PoA-DRC-2012.pdf</p>		
	<p>GEORGIA</p> <p>UNDP initiated the Georgia Ammunition Demilitarisation and Community Security Programme in March 2011 (in collaboration with the National Security Council, and Georgian Ministries of Foreign Affairs, Defence, Health, Education, Environment, Justice, and Economy). The project is implemented in partnership with the OSCE and suffered delays in its launch due to negotiations on the agreement with the OSCE and the signature of the project document. The project initiated preliminary discussion on the inter-ministerial coordination mechanism. The mechanism is expected to be put in place in 2012.</p> <p>(The milestone was not met in 2011. The target shall be met in 2012.)</p> <p>Source: http://www.osce.org/fsc/40970</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>HAITI</p> <p>Throughout 2011, UNDP provided support building and strengthening the institution of the National Observatory on Violence and Crime (ONACV) which is linked to the State University of Haiti, which is now fully functional with a website (http://www.onavc.ueh.edu.ht), regular meetings of the Scientific Committee and the creation of an exchange platform for those actors working in the field of violence prevention. Most importantly, with UNDP technical and capacity development support, the Observatory has developed methodologies of data collection and trained newly recruited staff. Subsequently a victimization survey was launched in 5 main regional cities of Haiti which is to be published in March 2012. The survey will be at the basis of community-based diagnostics on the sources and drivers of violence and will be at the root of violence reduction plans in those cities.</p> <p>(Met)</p> <p>Sources: http://www.onavc.ueh.edu.ht, http://www.radiogalaxiehaiti.com/?p=1965</p>		
	<p>JAMAICA</p> <p>In 2011, the Ministry of National Security conducted biennial victimisation surveys, while the Jamaica Constabulary Force also publishes regular crime reports. In addition, the UNDP-supported Planning Institute of Jamaica (PIOJ), an agency of the Office of the Prime Minister, also publishes an annual Economic and Social Survey which provides information, data, reports and analysis on Jamaica's social and economic development, including crime data. UNDP Jamaica has also supported the establishment of a national crime observatory, based at the Ministry of National Security that is used as a key source to evaluate the execution of national security policy. The UNDP Caribbean Human Development Report on Citizen Security has provided valuable additional information on national victimisation rates in Jamaica and six (6) other participating countries. The recommendations of the report will be taken up with the Thematic Working Group on Security, Justice and Correctional Services, which is mandated to implement the National Development Plan's (Vision 2030) sectoral plan on security and justice.</p> <p>(Met)</p> <p>Sources: http://www.mns.gov.jm/content/crime-victimisation-survey; UNDP Caribbean Human Development Report, launched in 2012, http://www.jm.undp.org/Content/Caribbean-Human-Development-Report-on-Citizen-Security</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KOSOVO</p> <p>In 2011 the National Community Safety Strategy and Action Plan 2011-2016, developed with UNDP as a key partner, was approved by the Government of Kosovo in August 2011. The legislative component of the programme has resulted in the development and initial implementation of a range of legislations, all in compliance with the appropriate international agreements, EU guidelines and international standards. Local capacities and ownership for SALW control has been strengthened as a result of dissemination of best practices and methodologies for SALW control developed with UNDP support. Six Curriculum Guidelines for Specialist Training for Private Security Services have been developed by UNDP which will be used to train private security personnel; this will improve security delivery on the basis of the new laws. This support will be continued throughout 2012, where UNDP will build on this preparatory work to support the implementation of law on weapons and private security services in compliance with international norms. The Crime Analysis Report was produced for the first time in Kosovo in March 2011 with the support of UNDP. This provides an important foundation for the analysis of armed crime (and illicit trafficking of firearms and ammunition) and the implementation of the National Small Arms and Light Weapons Control and Collection Strategy and Action Plan of Kosovo 2010-2012. The report will also constitute a sound basis for future Action Plans in Kosovo to reduce the threat of firearm crimes. In addition, KOSSAC drafted the Annual Report on Weapons Import and Export. UNDP's support to Safer Community Initiatives and the assessment of safety needs has resulted in the Government's Strategic Framework for Community Safety; on the basis of this, the Safer Community Plan will be piloted in 6 identified locations. The results achieved in 2011 build the foundation for further support to the implementation of the National SALW strategy throughout 2012; this will include technical support at the National level, as well as support to community safety initiatives at the local level.</p> <p>(Met)</p> <p>Source: http://www.gapmonitor.org/?id=2&n=408&language=en and http://mpb-ks.org/?page=2,46,701</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>PAPUA NEW GUINEA</p> <p>Following a gun control summit organized by the Government in 2005, the Government has committed to develop and implement a gun control strategy. Nevertheless, internal challenges have delayed the establishment of a Gun Control Committee and hindered progress on the Gun Control Strategy (http://www.smallarmssurvey.org/fileadmin/docs/C-Special-reports/SAS-SR05-Papua-New-Guinea.pdf). In this context, UNDP's advocacy and engagement with the PNG Government has resulted in the important first step of the inclusion of the "implementation of the National Gun Control Strategy" as one of the line items in the 2012-2013 National Budget. UNDP's technical support to strengthening coordination on the development of a Gun Control Strategy, has led to the Government hosting the inter-ministerial Gun Control Committee (bringing together the Police, the Justice Ministry, the Intelligence services and a Civil Society Participant). This builds the basis for linking of Gun Control work to the National Security Policy which is being developed, with support from UNDP. Before 2011, there was an absence of the necessary baseline data on armed violence: as a result of UNDP's support in 2011 the Government has captured, analysed and disaggregated data on armed violence. This data collection and analysis builds the foundation for the police's response to armed violence, as well as for a dialogue between relevant Government stakeholders on the capacity development needs to respond to armed violence.</p> <p>(Partially met)</p> <p>Source: http://www.rnzi.com/pages/news.php?op=read&id=61574</p>	<p>Issue: Progress has been slower than expected due to political crises in 2011 in PNG. This crisis and changes of leadership, have decreased responsiveness of Government counterparts. However, continued UNDP advocacy and capacity development support of technical staff at the department cushioned the impact and allowed for accelerated progress in the second half of 2011 with strong commitment by the new Chief Secretary and his team to UNDP's work in the area of SALW, conflict and security. This builds a strong foundation for continued engagement towards achieving concrete results in 2012. Preparatory work for a broader Gun Control programme, linking it to Community Security and Social Cohesion, has already been done. (http://www.rnzi.com/pages/news.php?op=read&id=61574)</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOUTH SUDAN</p> <p>With UNDP support, a multi-stakeholder platform at the national, state and county levels for diverse actors working on CSAC (Community Security and Arms Control) has been created. The South Sudan Bureau for Community for Security & Small Arms Control (the central government body with the mandate SALW control/ reduction), has been positioned as the principal national government body on SALW control and is embedded in the Ministry of Interior. Provided with UNDP technical and capacity development support, the Bureau has established itself within the new state structure, coordinating a circle of donor and NGO partnerships, providing a platform for information sharing, coordination, and efficient allocation of resources. The Bureau has become part of the Regional Centre on Small Arms; it liaises with Small Arms focal points from neighbouring countries and worked closely with them to define South Sudan's state level disarmament strategy. While the Bureau has made significant progress organisationally since its inception, its capacity to undertake detailed data collection and analysis is not yet achieved and may not be reported as it is a sensitive issue for the government. Accordingly, details of how the available data is impacting on national policy are not formally available. UNDP's support to the Bureau is part of wider UNDP support; it is linked to strengthening capacities of the South Sudan Peacebuilding Commission and community-based conflict-sensitive development projects. In 2012 UNDP will continue to provide technical and capacity development support to the Bureau as the principal body on SALW control.</p> <p>While these developments represent major progress, the milestone remains on track.</p> <p><i>Verifiable Source: An Impact Assessment of CSAC Conflict Sensitive Development Projects. UNDP CSAC Annual report 2011; and http://www.goss-online.org/magnoliaPublic/en/Independant-Commissions-and-Chambers/Bureau-for-Community-Security-and-Small-Arms-Control.html#projects</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>COTE D'IVOIRE</p> <p>Following the electoral violence of end 2010/2011, UNDP has been engaged in boosting the capacity of the COMNAT, the state agency engaged in small arms control (supported by UNDP since its establishment in 2009). Although, the premises and the equipment of the COMNAT had been severely damaged as a consequence of the post-electoral crisis, the agency continued to function. With UNDP support, COMNAT had the ability to convene national counterparts and donors, provide analysis and develop projects to address the post-crisis priority of small arms control. This has included enabling the COMNAT to convene a Working Group on the Physical Storage and Stockpile management aspects of the post-crisis response gathering all key national and international stakeholders. On the basis of studies performed by the University of Abidjan and the Small Arms Survey in 2009 and 2010, UNDP has worked with the Commission to enable a quick assessment, mainly qualitative, which has been developed with the University of Abidjan and is being executed. This research was funded by the Commission itself. With UNDP support, COMNAT's work has now mobilised significant funds to respond to the issues identified in the assessments. SALW control is also identified as a priority area subject to review in the national security sector reform program led by the Office of the President and COMNAT is now positioned to engage substantively and materially, in a context of stalled DDR. UNDP support to COMNAT for the three coming years will focus both at national level (capacity development of COMNAT on AVP and line ministries on SALW control) and local level (support to local communities for gathering SALW).</p> <p>(Met)</p> <p><i>Sources: 29th report of the Secretary-General on the United Nations Operation in Côte d'Ivoire issued on 30 December 2011.</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 4.1.2 In 8 countries, national authorities implement violence reduction and/or small arms control programmes which are evidence-based.	<p>SOUTH SUDAN</p> <p>With the South Sudan government, UNDP supported via community-based consultations, strengthening local governments to respond to community security threats and address root causes of armed violence in Eastern Equatoria, Jonglei and Upper Nile States. Support to addressing infrastructure needs of local governments and police services has resulted in decreased response time to criminal incidents, increased patrolling in conflict-prone regions, enhanced information collection, and increased access to previously inaccessible regions. State and local government authorities have noted their satisfaction with the location and functioning of police posts established with UNDP's community security support, which are strategically located along the critical conflict corridors or routes. One example is Eastern Equatoria cattle-raids have been pushed further and further towards the outskirts of town. Other conflict-sensitive development projects, identified on the basis of community consultations, have addressed some of the causes of violence, and for example provided improved livelihoods opportunities and facilitated social cohesion between communities through community centres. These interventions are part of longer-term UNDP engagement with the South Sudanese Government at National, State and County levels and will be expanded to more States. It should be noted that given renewed conflict in some of the regions, progress has been slower in some States than in others.</p> <p>(Met)</p> <p><i>Verifiable Source: An Impact Assessment of CSAC Conflict Sensitive Development Projects. UNDP CSAC Annual report 2011; and: projects.dfid.gov.uk/IATI/document/3318264</i></p>		<p>Overall milestone is exceeded with individual milestone achieved in 8 countries (100% of target countries) and partially achieved in one.</p>

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>COTE D'IVOIRE</p> <p>Following the electoral violence of end 2010/2011, UNDP has been engaged in boosting the capacity of the COMNAT, the state agency engaged in small arms control (supported by UNDP since its establishment in 2009). Although, the premises and the equipment of the COMNAT had been severely damaged as a consequence of the post-electoral crisis, the agency continued to function. With UNDP support, COMNAT had the ability to convene national counterparts and donors, provide analysis and develop projects to address the post-crisis priority of small arms control. This has included enabling the COMNAT to convene a Working Group on the Physical Storage and Stockpile management aspects of the post-crisis response gathering all key national and international stakeholders. On the basis of studies performed by the University of Abidjan and the Small Arms Survey in 2009 and 2010, UNDP has worked with the Commission to enable a quick assessment, mainly qualitative, which has been developed with the University of Abidjan and is being executed. This research was funded by the Commission itself. With UNDP support, COMNAT's work has now mobilised significant funds to respond to the issues identified in the assessments. SALW control is also identified as a priority area subject to review in the national security sector reform program led by the Office of the President and COMNAT is now positioned to engage substantively and materially, in a context of stalled DDR. UNDP support to COMNAT for the three coming years will focus both at national level (capacity development of COMNAT on AVP and line ministries on SALW control) and local level (support to local communities for gathering SALW).</p> <p>(Met)</p> <p><i>Sources: 29th report of the Secretary-General on the United Nations Operation in Côte d'Ivoire issued on 30 December 2011.</i></p>		
	<p>DEMOCRATIC REPUBLIC OF THE CONGO</p> <p>While elements of the work are on-going, UNDP supported disarmament project in Ituri is officially on hold because it is lacking official authorization from the Government to destroy in situ arms to be collected until February 2012. Throughout the year, a communication plan and strategic plan have been set up. These plans designs various tools and identify stakeholders (community leaders; religious, local authorities etc.), media to be involved in the sensitization phase. Actors agreed to implement weapons collection activities until February 2012, hoping that in the meantime Government would have signed the requested political agreement on the destruction of the arms in situ.</p> <p>The milestone has not been met. The project is on hold because of the lack of official authorization by the Government on destruction of arms in situ.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>BOSNIA AND HERZEGOVINA</p> <p>In 2011, as part of the implementation of jointly developed policies and with assistance from UNDP, entity/cantonal ministries of interior destroyed 3000 pieces of SALW during this reporting period. The SALW destroyed were collected from the local population or was a subject of criminal procedures before courts/prosecutors. In addition, the following list of ammunition was subject to systematic disposal: (i) 657 tonnes of artillery ammunition was disposed of in 2011; (ii) 151 cluster rockets Orkan disposed of; (iii) 321 cluster bomb BL 755 destroyed; (iv) 29,580 pieces of counter-armor munitions disposed of; (v) 42,251 pieces of KB 1 bomblets disposed of; (vi) 102,643 pieces of hand grenades destroyed; (vii) 70,301 pieces of rifle grenades fuses disposed of; (viii) 45 tonnes of rocket propellant disposed of; (ix) 87,553 artillery fuses; (x) 58 pieces of areal fuel bombs FAB 275.</p> <p>(Met)</p> <p>Source: Small arms advisory network: http://www.poa-iss.org/bulletinboard/Default.aspx?g=posts&t=830</p>		
	<p>EL SALVADOR</p> <p>With the support of UNDP, the Ministry of Justice and Public Security (MJSP) in coordination with local authorities and the National Police (PNC), started in April to implement “gun-free zones”, banning arms carrying in the 20 most violent municipalities of the country. As a result of this initiative it has been recorded a 21% increase in seizures of weapons, a 12% reduction in homicides, 40% reduction of aggressions and 7 % theft reports. A key aspect for the success of this initiative has been the organization of local committees of Crime Prevention and Insecurity to support the implementation of these measures. In December 2011, this program was extended to other municipalities.</p> <p>(Met)</p> <p>Sources: http://www.elsalvadornoticias.net/2011/04/18/seguridad-publica-advierte-sobre-ejecucion-de-veda-de-armas-en-27-municipios-del-pais/ http://www.diariocolatino.com/es/20110730/nacionales/95045/Presidente-Funes-decreta-veda-de-armas-en-27-de-los-municipios-m%C3%A1s-violentos.htm</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>HONDURAS</p> <p>UNDP Honduras has supported the Secretary of Security to develop a national plan on citizen security (2011-2022) that was launched on 7th September, based on the evidence generated by the Observatory of Violence managed by the National University and created with the support of UNDP, remaining as the national reference on this issue since 2008. Several recommendations are already underway, including the appointment of a deputy minister in charge of prevention and coexistence issues. There is a special focus on arms control in this policy, considered as one of the most important risk factors. The national policy is used by other actors like WB and IADB as their base document to make further disbursements on this matter.</p> <p>At the same time, the relationship with local governments is also very strong. The program of Safer Cities has been extended to 298 municipalities in its public awareness component. 14 municipalities will have a local plan to increase citizen security for the end of the year. 8 municipalities have conflict mediation units (with 449 mediators in total). These kind of local interventions are contributing to a decrease in the rates of interpersonal violence, in spite of being in a context of raising rates of homicides related with organized crime. UNDP expects to continue support to such interventions in 2012.</p> <p>(Met)</p> <p>Sources: http://iudpas.org/http://www.hondurasnews.com/government-introduces-comprehensive-citizen-security/</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KENYA</p> <p>UNDP supported the Kenya National Focal Point on Small Arms in the implementation of the National Action Plan on SALW prevention (NAP) in the reconstitution and establishment of 36 District Task Forces at the county level. This resulted in capacity to hold more than 20 awareness campaigns leading to disarmament through voluntary surrender, confiscation and other means of 25,000 assorted weapons in districts of the North Rift Valley, Upper Eastern, and North Eastern Province. In addition, this resulted in enhanced capacity to coordinate weapons destruction leading to destruction of over 25,179 assorted weapons in the Nairobi's Uhuru Gardens; 500,000 pieces of ammunition in Magadi; and over 36,000 old ordinance and explosives in Dol Dol, Laikipia. It also led to a reduced pool of easily available arms and contributed directly to safer regions and towns. 80,000 State owned Small Arms and Light weapons were marked, leading to decrease of misuse of state owned weapons in crime and inter-community fighting and better tracking of weapon utilization. The NAP is based on evidence from two surveys that have been released in 2011: the National Arms Survey and the 2010 National Crime Report.</p> <p>(Met)</p> <p><i>Source: Consolidated report on the establishment of the District Task Force on Small Arms and Light Weapons in Central, South, East and West Rift-valley, UNDP -KNFP, 23-26 August 2011.</i></p>	<p>Issues: A variety of national developments increased potential for armed violence and the demand for small arms, therewith complicated the implementation of the National Action Plan on SALW prevention: the fallout from the fighting in Southern Somalia, the ongoing collapse of the Shabab supported militia, and the attempt to export suicide warriors into Kenyan cities, have led to influx of weapons across the borders into northern Kenya; also the incursions of cross border insurgents and armed warriors into Upper Eastern and Rift Valley region, led to a demand for small arms by border communities; and the increased national polarization and heightened feelings of insecurity triggered by the forthcoming national elections are increasing the potential for armed violence and the demand for illicit small arms. Based on these developments UNDP will consider a forward-looking strategy towards engaging communities in Nairobi and enhancing community cohesion and safety going into the 2012 elections.</p>	
	<p>SOMALIA</p> <p>UNDP supported local authorities in Somalia to conduct baseline assessments on armed violence reduction and security issues in Burao, Bosasso, Galkayo, Los Anod and Mogadishu. Assessment were based on a thorough methodology including a crime and victimisation survey of citizens, focus group discussions and informant interviews with leading government and civil society stakeholders. This resulted in a comprehensive overview of the security situation in each of the target districts. The baseline assessments partially (due to delays in research) informed the development of District Safety Plans in in all target districts except Mogadishu. In addition, the UNDP supported Somalia Community Safety Framework has been developed as a common strategy, coordinating mechanism, and monitoring and evaluation framework for stakeholders. This Framework has identified the District Safety Plan's priorities for implementation and informed and identified the need for a youth-at-risk diversion programme for youths engaged or potentially engaged in armed violence.</p> <p>(Met)</p> <p><i>Source: Independent evaluation of ROLS III programme, Paul Eavis, Alice Hills, Andy McLean & Tiernan Mennen, 15 November 2011</i></p>	<p>Issues: The methodology for the baseline assessments was thorough and provided detailed results. However, in practice, it was very time-intensive, resulting in delays and strong reliance on international NGOs to provide much of the technical expertise with limited skill transfer or capacity development for local institutions.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>LIBERIA</p> <p>In 2011, the UNDP-managed Justice and Security Trust Fund (JSTF) mechanism funded a joint proposal from national authorities on tactical support to the Liberian National Police (LNP), Bureau of Immigration and Nationalization (BIN) and Bureau for Corrections and Rehabilitation (BCR) to prevent border-related violence after the Ivorian crisis. Support was similarly provided to help implement the Government's strategy to take over internal security as the UN Mission, UNMIL, prepares for drawdown. The result of both was a total of 682 Police Support Unit (PSU) officers trained and deployed in time for the presidential elections. LNP statistics for the areas covered by these officers reveal an overall reduction of crime from the year before. Most notably, LNP noted that homicides dropped from 17 in August 2010 to 5 in September 2011, while arson incidents fell from 5 in August 2010 to 0 the following September. As part of implementing armed violence reduction programming, UNDP and UNMIL supported the efforts of the local government to collect and destroy 12 rifles, 3,708 ammunitions and 156 UXOs after funding awareness campaigns on crime and armed violence reduction. As the plans envisioned ensuring sustainability of results, UNDP supported community development and employment through the handover of an airstrip terminal and two town halls. These results should continue into 2012 as part of UNDP's engagement in the overarching Justice and Security Joint Programme which brings together interventions nationwide in these areas.</p> <p>(Met)</p> <p><i>Source: LOA signed between UNDP and the Ministry of Justice; LNP Monthly Crime Statistics; UNDP Justice and Security Trust Fund Board Report – January to June 2011, UNDP; Justice and Security Programme: Third Quarter Project Progress Report 2011</i></p>		

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	<p>NICARAGUA</p> <p>UNDP Nicaragua has been supporting the efforts of the Multi-Disciplinary Commission on SALW control, led by the Minister of Governance and with the participation of some key stakeholders like the National Police, the Ministry of Education and Health. As a result of this support, an increase has been recorded in the number of illegal SALW seized by the police (5,031 in 2011). The country has improved its ability to control firearms: 56% of renewed licenses to carry weapons, the creation of a unified electronic database for the registry and control of arms at a national level, slight decrease in the use of firearms in crimes (-1.1%), murder (-4.7%) and injuries (-0.2%). The Government has verified and controlled 67% of the arsenal of private security companies and 20% of the civilian guns. New prevention measures for firearms users have been adopted, i.e. the license prohibition for persons with a history of domestic violence. This improvement of the capacity of the National Police has been possible through the equipment and strengthening of the Direction of Arms, Explosives and Ammunition (DAEM) and the decentralization of its capacity with 18 departmental offices; support to 18 local committees providing coordination mechanisms to develop and execute local plans for arms control (including inter-institutional and civil society coordination). A national communication campaign has been designed to prevent violence generated by the use of arms.</p> <p>(Met)</p> <p><i>Source: The leadership and good practices of Nicaragua's work on arms control was recognized in the Regional Seminar organized by CASAC and held in Guatemala in November 2011.</i></p>		

INDICATOR 4.2:

Improved capacities of institutions and customary law mechanisms to deliver justice & security services.

BASELINE: 01/2010

In the last two years, with the support of UNDP, 15 countries are in the process to increase availability and delivery of justice and/or security services in conflict affected communities, e.g. the courts (increased number of judicial decisions); the police (improved investigation, trust and link to prosecution); justice mechanisms to address past violations (i.e. transitional justice); and strengthened security and protection mechanisms for communities.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 4.2.1 From the year before, in the selected areas/ countries (18 countries in total), justice and security services reach out to 10 per cent more conflict affected people, and/or increase justice decisions by 10 per cent.	AFGHANISTAN The police-e-mardumi pillar of the UNDP Law and Order Trust Fund (LOTFA) seeks to reach out to the Afghan population to bridge the gap between police, communities and governance institutions for building human security, establishing rule of law and improving service delivery at the local level. Although the pillar has only been developed in 2010 and was piloted in 8 districts in Kabul, a lessons learned study from this pilot showed that voluntary consultative processes improved policy community relations; that there was an increase in reported incidents to the police and that the pillar has enabled a greater voice for women and youth in policing issues. These findings are supported by the Police Perception Survey of 2011 indicating that 66% of Afghans believed that regular public meetings with the police help improve security in their community which is a 12% increase. At the request of the Minister of Interior the pillar has in 2011 been expanded to 65 new transition districts. Since the pillar has only been developed in 2010, community policing services to the population went from 0 districts to 8 districts to 65 districts and as such constitute a 100 % increase in service delivery to the population. In addition, LOTFA paid on a regular basis remunerations to around 137,000 Afghan National Police plus 2,033 freshly graduated trainees who are being assigned positions in all 34 provinces. This led to an increase of 17.8% (20,764 new police) of available police personnel who could provide independent security service delivery to the people of Afghanistan. (Met) <i>Source: United Nations Development Programme Law and Order Trust Fund for Afghanistan, 2011 Annual Progress Report.</i>		Overall milestone is partially achieved with individual milestone met in 10 countries and partially achieved in 10.

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	<p>BOSNIA AND HERZEGOVINA</p> <p>UNDP ensured the sustainability of 4 Witness Support Offices (WSOs) established in 2010 in support of local government efforts to create conditions for war crime prosecutions at the district level: in 2 canton/district courts and 2 canton/district Offices of the Prosecutor. The Entity and cantonal governments have initiated the process for systematisation of 4 posts to ensure continuity of the physiological support to witnesses of war, organised crime and gender based violence. In the last year over 163 witnesses of different crimes have received support through WSO. Out of the total number, over 60 are witnesses of war crime cases while the rest represent victims of gender based and sexual violence and youth in conflict with the law. In Istocno Sarajevo that has the highest number of unprocessed complex cases, 2 additional WSOs have been established. There are no war crimes cases processed in Istocno Sarajevo as there had been no witness protection programmes. UNDP has also been providing support for establishing a Free Legal Aid system (FLA) including through introduction of relevant legislation with budgeting provisions in 3 cantons (Sarajevo, Bihac and Gorazde), and conducting an assessment of infrastructural and training needs for initiating provision of FLA services by the government. In the second part of 2011, UNDP initiated NGO-supported programmes providing legal counselling and representation in cantons/districts of Bosnia where those services were not previously available. In 2011, the FLA programmes reached 562 persons, while 35 conflict victims received psycho-social support. In regards to both witness protection and legal aid programmes, 10% increase was reached at the local level in areas where these services were critically lacking.</p> <p>(Partially met)</p> <p><i>Source: Annual Report on Implementation of the Justice Sector Reform Strategy of the Bosnia and Herzegovina Ministry of Justice; Report of the United Nations Working Group on Enforced or Involuntary Disappearance Concludes Its Visit to Bosnia and Herzegovina; Annual Report on the Implementation of the National Strategy for Processing of War Crime Cases; BIRN/TV Justice Reports.</i></p>		
	<p>BURUNDI</p> <p>The UNDP Conflict Prevention and Recovery (CPR) project is currently undergoing a major redesign, including on justice related aspects and new project management as part of planning for the withdrawal of BNUB. Consequently, compared to the last years only limited rule of law assistance was provided by UNDP in 2011.</p> <p>UNDP support to the Prosecutor's office with regard to prison inspections however resulted in the release of 1179 remand prisoners, which represents 32% of the pre-trial detainees. In addition, for 3120 convicted prisoners (62% out of a total of 5069 prisoners) proposals for parole were presented. Following these inspections, the institutions responsible for law enforcement and detention identified cases of irregularity and developed a joint action plan for 2012 to address the shortcomings and obstacles in order to reduce prolonged and irregular pre-trial detention.</p> <p>Due to the redesign of the CPR project, the milestone was not met in 2011. Given the current CPR programme formulation it is hoped to see progress in 2012</p>		

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	<p>CENTRAL AFRICAN REPUBLIC</p> <p>Access to justice and security improved in the 4 regions supported by UNDP RoL project through legal awareness and legal aid. In 2011, legal awareness campaigns reached out to more than 100,000 people. There was a 278% increase of cases tried through mobile courts in remote areas compared to 2010 (396 cases were tried in 2011 vs. 142 cases in 2010). These results were achieved through (i) the training of judiciary; (ii) logistic and financial support to the mobile courts; (iii) monitoring of prisons, mobile courts and public hearings by the project staff. With regards to birth registration, the national birth registration campaign enabled the registration of a total of 108,651 people. A total of 1034 cases related to birth certificate were heard and 6629 birth certificate delivered in those regions. This could be done through (i) the training of mayors and civilian staff in the four regions covered by the project; (ii) logistic and financial support; (iii) the use of mobile courts for the delivering of birth certificates. The gap between the high number of registration and the low number of birth certificates delivered is due to the length of birth registration process (many administrative steps). On pre-trial detention, preventive detention rates were reduced significantly in 2011 in the four regions. Police detention was reduced from 30-90 days in 2010 to 14-30 days in 2011. Pre-trial detention was reduced from 6-24 month in 2010 to 3 months in 2011. This reduction was achieved through (i) reinforcement of capacities of the criminal investigation of the police and judges; (ii) provision of equipment, including vehicles; (iii) organization of mobile courts; (iv) monitoring by the project. The organization of mobile courts and monitoring by the project staff were critical to get the figures in a context where state institutions remain fragile outside the capital city. This means results still depend very much on project support. The need for institutional partners to progressively take over the efforts provided by the project was discussed with the authorities in 2011. The second phase of the project starting April 2012 will focus on the performance of institutions in order to transform these results into long-term gains and sustainable trends.</p> <p>(Met)</p> <p>Sources: http://journaldebangui.com/article.php?aid=1588</p>		

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	<p>CHAD</p> <p>In 2011, with UNDP's continued support, the Lawyer's House in Abéché (Eastern Chad) operated by Chadian Bar Association continued to provide legal advice and aid services to thousands of persons who previous had no access to justice services (because of geographical and financial barriers). Through the consultations, 540 formal requests for assistance (186 for legal advice and 354 for legal representation) were recorded. After assessment of eligibility on a case by case basis, only 187 of the 354 request were eligible for free legal representation. Although the quality of the services and performances of the House of the Lawyers' House in Abéché improved and its impact on the population was visible, with the end of pilot phase of the project, the Lawyers' House in Abéché was closed in September 2011 because of lack of funds. However, after completion of this pilot phase of the project, lawyers were still providing free legal representation for 183 requests. In addition, with UNDP's support, sessions on criminal cases of the Court of Appeal of Abéché and other mobile court sessions were held in remote area of Goz Beida, during which about 150 cases could be handled. This meant that for the first time justice services were delivered to vulnerable populations in conflicted-affected areas which resulted in increased awareness and trust of the populations in judicial institutions. Through UNDP's capacity building efforts (training on human rights in justice administration and judicial procedures related to gender based violence) for magistrates and paralegals, qualitative improvements in handlings of judicial cases were registered.</p> <p>(Partially met)</p> <p><i>Source: Report Annuel du Programme de Relèvement à l'Est du Tchad (PRET) pour l'année 2011</i></p>	<p>Issues: Sustainability is a challenge. An internal review process is being undertaken in order to adapt approaches and partnerships with lawyers in a more sustainable manner that might include other types of supports for provision of legal aid services in the East. With the aim of increased national ownership and sustainability of legal aid service provision, UNDP supported efforts at the central level towards the institutionalisation of legal aid which resulted in the elaboration of a draft law as well as the creation of a Committee in charge of studying legal aid mechanisms and modalities for the establishment of a legal aid fund. The Committee is expected to come up with recommendations later this year (2012) upon which the law is expected to be submitted for approval to parliament.</p>	
	<p>COLOMBIA</p> <p>Resolution 33 of 23rd February 2011 of the Procuraduría General de la Nación established the Emergency Mechanism for the Search of Missing Persons that has been designed and implemented with UNDP's assistance. UNDP provided support for 364 exhumation proceedings of the Attorney General's Office in which 232 graves and 248 body remains have been found. Exceeding the 10 per cent increase target, 26,549 persons received legal counsel under the Justice and Peace Law (from 1,200 cases in 2010) by 2 pilot programmes and 2 offices of the National Commission of Reparation and Reconciliation supported by the Transitional Justice Fund. Overall progress towards annual targets include, 27,716 victims have now access to legal representation from the Ombudsman's Office or from other specialized institutions with victims coming from 8 different Provinces (departments). 17,762 victims received legal advice and orientation on the Justice and Peace Law (Law 975/2005) proceedings. During these proceedings, participants provided for collection documents, files and testimonies. 2,442 victims in different districts and villages of the country have directly participated in one of the 20 interactive life broadcastings of the Justice and Peace legal hearings (by satellite technology).</p> <p>(Met)</p>		

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	<p>DEMOCRATIC REPUBLIC OF THE CONGO</p> <p>Through UNDP's support in 2011, the first forensics special police unit was established and trained in North Kivu (Masisi, Walikale and Goma) and the capacity of Special Police for the Protection of Women and Children (PSPE-F) in North and South Kivu and Ituri was further enhanced. With UNDP support, new legal aid clinics were established and staffed with 27 paralegals. This capacity building support has resulted in criminal investigations and the organization of 15 mobile courts (5 in North Kivu, 6 in South Kivu and 4 in Ituri) allowing for the trial of 330 cases, 190 of them were SGBV cases and 3 of them rape as crimes against humanity. This is an increase of more than 100% of cases tried by mobile courts compared to last year (14 cases).</p> <p>Moreover, based on a mapping of the of the paralegal/legal aid centres, with UNDP support, a local network of the 20 existing paralegal centres was established. This network has contributed to sharing of all the existing training materials and harmonization of minimum services to be delivered in each centre. In the long term it is expected that the network will contribute to the improvement and a greater consistency of the legal aid services being delivered. Support on legal aid and paralegal centres benefited from the collaboration of MONUSCO, JHRO and RoL, ABA, ASF, IRC as well as the local bar associations. In the framework of this project, UNDP is currently supporting a judicial monitoring initiative which will allow the gathering of exact data on the number of cases, and hence the progress will be able to be measured.</p> <p>(Met)</p> <p>Source: http://www.mod.gov.rw/?DRC-charges-FDLR-duo-for-crimes</p>		

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	<p>GUINEA BISSAU</p> <p>In 2011, legal aid became a reality for the most vulnerable in the 3 regions supported by UNDP RoL project. Four access to justice (A2J) centres providing legal aid to the most vulnerable were established in September 2011 by the Ministry of Justice, with UNDP support. The A2J centres also established mobile posts to cover all the sectors of the 3 regions. In three months of functioning the centers and the mobile posts already heard 500 cases (500% increase compared to 2010) and provided legal awareness sessions to over 3,000 citizens on children rights, women rights, illegal detentions, traditional justice and gender equality (20% of the attendees are women). Majority of cases are on land and property, labor law, abuse of power from public administration, family issues and on criminal cases maltreatment, domestic violence.</p> <p>This establishment of fully functioning four A2J centres could be done via UNDP support on (i) research, policy development, legislation and regulations drafting on legal aid; (ii) institutional architecture and arrangements (legal framework for the establishment of a National Judicial Training Centre); (iii) recruitment and training of staff (jurists and paralegal) on human rights and access to justice (long term specialized training course for the new intake of judges and prosecutors); (iv) renovation of infrastructure and equipment for the four legal aid centres, as well as for the Judicial Training Centre (Centro de Formacao Juridica). This support was provided throughout 2011. The establishment of four A2J centres is a major achievement since the centres were established against a clear legal framework and institutional architecture that enable them to be sustainable after the project completion. Support to A2J will continue in 2012.</p> <p>(Met)</p> <p>Sources: http://www.portalangop.co.ao/motix/pt_pt/noticias/afrika/2011/8/37/Inaugurado- hoje-primeiro-quatro-Centros-Acesso-Justica,4eeccd05-c95b-4819-b83b-7786d2bf95ec.html; Fortes Informa, Numéro 6, Out-Nov-Dez 2011, p. 4</p>		
	<p>GUINEA (CONAKRY)</p> <p>Support to the justice sector has not yet been initiated. UNDP conducted a first needs-assessment in 2011. Funding for an international justice adviser position was approved and the position is being fielded. Support to the sector shall start in 2012.</p> <p>The milestone was not met in 2011. It shall be met in 2012.</p>		

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	<p>HAITI</p> <p>Throughout the year, UNDP's support resulted in improving justice service delivery and decreasing the high levels of pre-trial detention in particular in three regional pilot jurisdictions in Jacmel, Port-de-Paix and Fort-Liberté, where UNDP provided multi-layer support. According to the official statistics by the Direction of Penitentiary Administration (DAP) the jurisdictions supported by UNDP, Port-de-Paix (35.8 %) and Fort-Liberté (43.7%) showed the lowest percentage pre-trial detainees of the Northern Region, and also Jacmel (55.44%) showed the lowest level in the Southern Region (the pre-trial detention rate in the pilot jurisdiction supported by UNDP decreased between 2-6% in 2011), whereas the national percentage of pre-trial detention is 70.1%. These results were achieved through the establishment of « Penal chain committees », training of magistrates and clerks in case management, the establishment of a centralized penitentiary data base, the provision and training on new documentation and filing methods (chemises) as well as training of local magistrates, police and prison administration agents on investigation techniques, judicial identification (http://minustah.org/?p=32062) and data collection.</p> <p>(Partially met)</p> <p>Source: http://dap.gouv.ht/index.php?option=com_content&view=article&id=38&Itemid=124</p>		

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	<p>KOSOVO</p> <p>In 2010 it was found by the Kosovo Judicial Council that there was a high number of vacant judicial positions which needed to be filled in order for the Judicial Council to function effectively. As such, the request was made to the Kosovo Judicial Institute to accelerate the “Initial Legal Programme” to increase the number of trained judges. UNDP’s support to the Faculty of Law of the University of Pristina and the Kosovo Judicial Institute (KJI) has resulted in the graduation of the third generation of the Initial Legal Education Program (ILEP). More than 100 candidates, with around 40 % participation of women, were trained for the Bar exam, and the monitoring and evaluation mechanism, has shown an increase of around 20% in their readiness for the exam. UNDP also successfully supported the Internship Component, as a result of which 98 interns were placed in courts, prosecution offices and offices of attorneys throughout Kosovo. With this support there are now higher number of qualified judges and prosecutors, leading to an increase of justice decisions, filling the gap identified by the Kosovo Judicial Council. Considering the high number of female judges and prosecutors trained UNDP’s support has further enhanced women’s empowerment in the judiciary.</p> <p>In 2011, 3222 people, with 34% being women and 27 % being ethnic minorities, have benefited from legal aid services at the 5 Legal Aid Offices (LAOs) and the Kosovo Chamber of Advocates (KCA) Offices supported by UNDP at municipality/regional levels. Amongst them there was a significant increase of clients from Serbian population in Kosovo. The support to the Kosovo Chamber of Advocates ended by June 2011, but the regional offices set up with UNDP support are now sustained and operate with the Government of Kosovo’s own budget.</p> <p>(Partially met)</p> <p>Source: http://www.gapmonitor.org/?id=2&n=408&language=en http://mpb-ks.org/?page=2,46,701 and http://www.president-ksgov.net/?page=2,13&cdate=2011-10</p>		

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	<p>LIBERIA</p> <p>In 2011, UNDP supported the Ministry of Justice in rehabilitating and handing over the 10th Lofa and Buchanan Circuit Courts which are operational and staffed. The construction of a magisterial court in Nimba County along the Liberia-Côte d'Ivoire border is also expected to be completed by the first quarter of 2012. The result will be justice mechanisms that reach out to more of the population, as well as potentially mitigating conflict drivers in the area. Security services were also extended into the community through the construction of border posts and renovation of the Zwedru and Grand Bassa Central prison. Concurrently, in anticipation of security concerns linked to the October election, 30 vehicles and 122 motorcycles were procured for the Liberian National Police (LNP) to support LNP deployment and visibility during the electoral period. Border control officials were provided 32 motorbikes for the same purpose. These inputs contributed to the outcome of a decrease in electoral violence compared to the previous election. Finally, service delivery of Women and Child Protection Units (WACPs) within 10 LNP Stations was improved in 2011 through the provision of security fencing and furniture for the WACPs. Overall there appears to have been significant progress, however, greater baseline data is required to measure specific results. It is anticipated this will be remedied through the data collection mechanisms incorporated into the Justice and Security Joint Programme (2011-14), a programmatic umbrella for national efforts in these sectors. UNDP's support for these results is expected to continue through its engagement in this new programme.</p> <p>(Partially met)</p> <p><i>Source: Progress Report, Judicial Branch, Republic of Liberia – July 2011; Field Mission Report by UNDP Engineer – July 2011; UNDP Justice and Security Trust Fund Board Report – January to June 2011, UNDP; Justice and Security Programme: Third Quarter Project Progress Report 2011</i></p>	<p>Issues: There have been challenges in gathering specific court statistics. As part of UNDP's engagement in 2012, the gathering of such data falls under the purview of the Justice and Security Joint Programme.</p>	

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	<p>NEPAL</p> <p>The development of a centralized database on execution of judgment has continued in 2011 with some 82,500 cases having been entered into the manual record books of the courts of Nepal and the Judgment Execution Directorate, which represents a substantial increase from the year before. Training was also provided on execution of judgments and use of database to 102 court staff and 29 court administrators and law enforcement officials. We still do not have comprehensive statistics of judgment executions available from the Supreme Court to indicate the progress made at the national level. Nevertheless, given that the baseline of 10% of executions is low and that substantive measures are put in place, it is reasonable to expect more than 10% increase. Community mediation activities have been underway in 36 Village Development Committees with 1,302 disputes registered and 1,167 disputes resolved successfully in 2011. Seven legal aid desks operating in local police stations has provided legal information and assistance to 1234 claimants, 526 of which related to domestic violence. Three new legal aid desks were established in 2011 in low intensity conflict-affected districts of Dhanusha, Sarlahi and Mahottari. Mobile legal aid clinics operating in 3 districts assisted 1,531 people in local language (73% women, 27% men and 12% Dalit minority).</p> <p>(Met)</p>		

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	<p>PAPP</p> <p>In 2011, justice service outreach increased through engagement with civil society organizations in the West Bank and Gaza as well as the PNA's Ministry of Justice. By the year's end, 6 additional legal aid clinics were established which provided legal representation to 1,547 clients, legal advice to 3,649 recipients with 11,870 beneficiaries of legal information. A 61% increase in the implementation of justice decisions occurred through the Palestinian Maintenance Fund, a government body that collects alimony and support payments from ex-spouses. This result was achieved through funding for a case management system and enhanced coordination with relevant government ministries.</p> <p>The Ministry of Justice also extended its services to the public through the establishment of a Justice Information Centre (JIC), which is a new source of legal information for the population. In conjunction with the JIC and the Birzeit University's Institute of Law, legal outreach was also affected by an online database of Palestinian legislation and case law. The site, Al Muqtafi, witnessed a 26% jump in monthly visitors from 2,410 in May 2010 to 9,241 in October 2011. An electronic case file management system was established in 2011 that enables judges and prosecutors to use a harmonized court filing system, resulting in improved systems for judicial decision making. Unfortunately, annual statistics from the Attorney General's Office and High Judicial Council that monitor such improvements will not be released until later this month. Finally, of the 29 staff that UNDP seconded to the Ministry of Justice to enhance justice service delivery, the Ministry has taken over more than a quarter of the staff onto the Ministry's payroll as full-time civil servants. All results should continue to improve in 2012 with technical and resource support from UNDP.</p> <p>(Met)</p> <p><i>Source: Birzeit University Institute of Law; UNDP – Annual Report for 2011</i></p>	<p>Issue: The Attorney General's Office and High Judicial Council is due to release its annual report later this month; as such we cannot provide statistics at this time.</p>	

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	<p>SIERRA LEONE</p> <p>To enhance justice service delivery in 2011, Sierra Leone's Judiciary instituted extraordinary week-end 'Saturday Courts' to specifically tackle the backlog of SGBV cases. By the end of 2011, 78% of the backlogged cases had come before the courts (547 out of 700 cases were heard), and approximately 27% of the cases (186 matters) were completed. The 10 % target was therefore exceeded. UNDP's support Mobile courts were also expanded in the Southern Province to include additional towns in 2011. Court returns from the mobile courts indicate 962 cases were disposed of, 1,107 new cases were heard while 1,731 were carried forward into 2012. In both instances, these results represent a significant increase in justice service delivery; data collected from this year will improve monitoring and measurement for next year. As well, the Family Support Units (FSU) of Sierra Leone's Police expanded their services into the community through 4 SGBV awareness raising sessions, a mandated FSU activity. Sessions brought the FSU in its awareness-raising capacity to 932 beneficiaries, with a particular focus on the youth. Additionally, 2011 witnessed the historic activation of the Human Rights Commission of Sierra Leone's quasi-judicial powers. The Commission held its first public hearing in 2011 and rendered an enforceable decision compelling government compensation to the aggrieved parties, resulting in a new mechanism for justice decisions. All numbers should continue to improve with programmatic and resource support in 2012.</p> <p>(Met)</p> <p>Source: "Period of Impunity is Over" after Judiciary Launches Saturday Courts in Freetown" http://www.cocorioko.net/?p=8255; Report on Special Gender Based Violence (GBV) Saturday Courts, Sierra Leone Judiciary; Meeting with Master Registrar (Consultant), Sierra Leone Judiciary on February 13, 2012; Report on FSU-Community Outreach Programme on SGBV to School-Going Teenagers, UNDP-Sierra Leone, November 2011</p>		

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	<p>SOLOMON ISLANDS</p> <p>In 2011, with support from UNDP, the Solomon Islands' Truth and Reconciliation Commission (TRC) reached out directly (through statement taking / interviews) and indirectly (through public hearings broadcasted to the entire nation via TV/Radio & grave exhumation) to conflict affected people from the provinces of Malaita, Guadalcanal, Western, Choiseul, Makira, Temotu, and Rennell/Bellona to seek truth and therewith contributing to justice. The outreach resulted in debates on the former Government's role in the period of ethnic tension and a certain sense of immaterial compensation, reconciliation and reparation as the outreach made people's voices heard and revealed the true causes of death.</p> <p>UNDP Rule of Law's support to the Solomon Islands is expected to be completed with the release of the TRC final report in the first quarter of 2012, unless the report's recommendations call for follow up support. In 2011, approximately 2,363 individual statements were collected and 3 public hearings, 4 closed hearings, 100 interviews and 11 focus group discussions were held. Accordingly, more than 10% conflict affected people have been reached when compared to 2010 when 200 individual statements were collected and 6 public hearings were held.</p> <p>(Met)</p> <p><i>Source: BCPR's Role in Addressing Rule of Law in Post-Conflict Solomon Islands – Joy Kere, Permanent Secretary - Ministry of National Unity, Reconciliation and Peace – 11 Jan 2011, ICTJ: Submission to the Universal Periodic Review of the United Nations Human Rights Council Eleventh Session, ICTJ: 01/2011 Fact Sheet: Transitional Justice Mechanisms in Solomon Islands, United States Institute of Peace: Truth Commission: Solomon Islands, TRC's 2010 Thematic Hearing for Youth, August 2010 UNICEF Innocenti Research Centre: Children and Truth Commissions and The European Union and Transitional Justice; Quarterly progress reports 2011 from UNDP project: "International Support to the Solomon Islands Truth and Reconciliation Commission".</i></p> <p><i>http://www.solomonstarnews.com/news/national/11814-four-graves-exhumed-so-far</i></p> <p><i>http://www.solomonstarnews.com/news/national/10761-blame-game-two-former-pms-blamed-for-crisis-at-trc-hearing</i></p> <p><i>http://www.solomonstarnews.com/news/national/11972-black-sharks-speak-out-in-closed-hearing</i></p> <p><i>http://www.solomonstarnews.com/news/national/12234-closed-hearing-for-inmates</i></p> <p><i>http://www.solomonstarnews.com/news/national/12262-inmates-speak-out-counseled-women/11592-women-preparing-a-collective-submission-to-the-trc</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOMALIA</p> <p>With UNDP support legal aid services have now been available throughout Somalia. In Somaliland UNDP supported capacity of legal aid clinics through Hargeisa and Amoud Universities and through the Somaliland Lawyers Association and Somaliland Women Lawyers Association. This has resulted in an increase in legal assistance in Somaliland of more than 10% between 2009 and 2010 (6,290 cases handled in 2010 versus 1,633 cases handled in 2009). From 2010 to 2011 the amount of cases remained about the same (6023 cases handled in 2011). In Puntland, although the NGO capacity is less strong, the UNDP supported Puntland Legal Aid Centre exceeded the milestone with a more than 10% increase in cases in 2011 (954 cases compared to 850 cases in 2010). In Mogadishu, UNDP supported the establishment of a network of women paralegals in all 16 districts resulting in legal counseling on issues of SGBV for 204 women and children in 2011 exceeding the milestone with a 100% increase (0 in 2010 / 204 in 2011).</p> <p>The case management reform supported by UNDP has continued to operate in the District Courts of Hargeisa and doubled the numbers of registered cases since 2009 (2008: 1,351 cases, 2009: 2,153 cases, 2010: 2,545 cases, 2011: 2742 cases). This resulted in improved efficiency in receiving and processing cases thereby reducing backlogs and increasing justice decisions by more than 10 per cent. The Chief Justice has expanded the case management system to all Hargeisa Courts including the Regional, Appeal and Supreme Court at the end of 2011 which should lead to even more impact in 2012.</p> <p>(Met)</p> <p><i>Verifiable source: Independent Evaluation of ROLS III Programme 15th Nov 2011 by Paul Eavis, Alice Hills, Andy McLean and Tiernan Mennan</i></p>		

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	<p>SRI LANKA</p> <p>In Sri Lanka, the Legal Aid Commission (LAC), with the support of UNDP, had established five new offices in 2010 dealing specifically with criminal cases.</p> <p>In total, throughout the year 2011, with UNDP's support, the LAC as well as other legal aid partners, such as for example Lawyers for Human Rights and Development, provided legal awareness and legal aid services to a total of more than 6000 beneficiaries. With regard to prison sector legal aid, in total 2,579 detainees received support. 432 prisoners were granted bail and 20 fundamental rights cases were filed at the Supreme Court. As in these regions there was no such services provided the year before, these results represent an increase over the 10%.</p> <p>In the last quarter of the year a "legal aid week" was held in Batticaloa and Vavuniya under the Human Security Trust Fund joint project to promote legal aid services as a social service and provide mobile legal aid in remote areas. 142 people were assisted in the legal aid clinic in Batticaloa (in Kiran and Vellavali DS), while 106 beneficiaries were reached through the clinic in Vavuniya (namely Madukanda, Tharanikulam and Chettikulam DS divisions).</p> <p>With UNDP support, the Alternative Dispute Resolution Institute, in collaboration with the Ministry of Land & Land Development and the Ministry of Public Administration, trained 184 Divisional Administrators from Ampara, Badulla, Puttalam districts and other areas from the Eastern province and Estate sector on 'Land and Property'. This resulted in strengthening Justice Redress Mechanisms and increased the access of disadvantaged groups to a variety of judicial, ADR and quasi-dispute resolution services.</p> <p>(Met)</p> <p>Sources: http://sundaytimes.lk/110807/News/nws_12.html</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>TIMOR-LESTE</p> <p>With the support of the UNDP's Justice System Programme, mobile justice initiatives continued in 2011, leading to a total of 7 mobile hearings (2 from 2010) and a total of 41 criminal cases heard and sentenced. There is an evident increase in addressing cases of domestic violence and corruption in the mobile courts, which helps raising awareness at the local level. As a direct result of the gender campaign to increase number of women in the legal positions, there are now 16 women among those new students, which represent an increase of 38% of women private lawyers in formation. There has also been an increase of 13% in the number of women magistrates now enrolled. These figures indicate over 10% increase in women participation in the justice system either as members of judiciary or candidates for these positions. The JSP has supported the Ministry of Justice and the Courts in drafting the capacity building plan, and initiated its implementation. 8 legal documents have been drafted simplifying property registry and procedures. The new legislative framework allowed the Department of Land and Property in MoJ to initiate mediation practices supported by UNDP in successfully resolving local level disputes for the first time in Timorese practice. The UNDP Justice System Programme also supported Legal Training Centres which continued training legal experts according to the national plan. A second training for 34 private lawyers has started, which will increase availability of justice services. (Met)</p>		
	<p>GUATEMALA</p> <p>Guatemala has historically had a high rate of impunity since its peace agreements, being considered as one of the most important challenges for the country. UNDP Guatemala has been supporting the Attorney's General Office to implement a new model of organization and management to reach a 25% increased rate of operational effectiveness. The pilot project of this initiative is the transformation of the Attorney's General Office in the Metropolitan area, which represents 15% of the total reports at country level, with one of the lowest levels of results among the district prosecution offices of the country. As a result of UNDP's support, the number of cases considered by this district prosecution office has been increased from 25,000 to 40,000 in 2011, exceeding the expected goal of the Attorney's General Office. (Met)</p> <p><i>Source: Paz resalta logros de su primer año, La Prensa libre, Guatemala, 10 December 2011</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>IRAQ</p> <p>In 2011, UNDP's support has strengthened capacity in areas of judiciary, court case management information technology systems, planning, operations, court accessibility, and extensive legal awareness-raising. This has increased the efficiency of the justice system in Kurdistan and Iraq, providing greater court transparency, accessibility and accountability. Through UNDP support to strengthening of these areas, there are now 6 fully operational courts in Iraq and Kurdistan and more than 2000 people have benefitted either from legal assistance (under the form of free legal advices) or court representation. This support is part of longer-term UNDP engagement in rule of law, justice and security sectors in Iraq and the strengthening of courts and support to courts to increase justice delivery will continue in 2012.</p> <p>(Partially met)</p> <p>Source: https://docs.google.com/viewer?a=v&q=cache:KRkYVWx-E9cEJ:eeas.europa.eu/delegations/iraq/documents/press_corner/news_2011/071211_eu_support_to_the_kurdistan_judiciary_en.pdf+&hl=en&gl=us&pid=bl&srcid=ADGEEsjHel1ret5PCPfk7f_87qMaQ1Q1HtpBcdgssHovdfrHp7YDTBftEQ-1Y43Ni2mRIUliM8Z30p2zu74yE3ui229XvX4uupgVGGzupZx638IO50GlpkZWRKCWdj40PYbfDn0Ve&sig=AHIEtbTS-h8b4YvJd3fr7XmwlcGk5ZPIIQ</p>		
	<p>PAKISTAN</p> <p>Progress was made in 2011 as a Chief Technical Advisor was recruited in the 3rd quarter for the Strengthening Rule of Law, Peace and Stability in Malakand Project. In September 2011, UNDP received a commitment from the EU to fund the entire Project's balance. The Project was officially launched in Peshawar, Pakistan in December 2011. Official implementation began in January 2012; as such, there are no results to report at this time.</p> <p>The milestone has not been met, as the project started full implementation in January, the milestone is expected to be met in 2012.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOUTH SUDAN</p> <p>In order to increase justice and security delivery in South Sudan, there is a need for capacity development support, as well as extension of presence of authorities in State and County levels. With UNDP's support a total of 50 police posts have been established to improve security delivery in remote areas. UNDP's support to training of 1,053 police recruits and swearing in more than 500 police, prison, customs and fire brigade officers, has strengthened police capacity to deliver security service and facilitates operationalization of the 50 posts. In addition UNDP's support to the creation of a justice hub in Akobo county has resulted in extension of justice services to extremely remote areas. As part of longer term support to strengthen justice delivery capacities and extension of services, UNDP's close engagement with the judiciary has resulted in the development of a 3-year strategy establishing the role the judiciary will play in South Sudan. UNDP's support to trainings has resulted in strengthened capacity of judicial and court staff and traditional leaders which is critical for courts to administer justice. Strengthening rule of law fora, which served as coordination and information sharing mechanisms for national rule of law stakeholders at state and country level, have improved access to justice for communities. For example, through this mechanism, in Bor the issue of street children and children unlawfully incarcerated was raised and lead to their release from Bor Central Prison. UNDP's support to strengthening capacities in security and justice delivery, as well as the support to extension of these services to remote areas is part of a longer-term UNDP engagement while the above-mentioned results build the foundation for further improving justice and security services.</p> <p>(Partially met)</p> <p><i>Source: Gurtong Foundation news, UNDP South Sudan Quarterly Reports. And http://www.idlo.int/english/Media/Pages/NewsDetail.aspx?IDNews=318</i></p>		

INDICATOR 4.3:

Strengthened civilian management and oversight mechanisms to ensure accountability of law-enforcement and security forces.

BASELINE: 01/2010

No functional civilian oversight mechanisms
No conflict and post conflict situations with functional parliamentary committees and/or other oversight mechanisms to control security policies and forces.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 4.3.1 Civilian/judicial oversight mechanisms establish or enhance relevant practices and functions (i.e. legislative, administrative, policy related, budgetary) in 4 countries, including 2 new ones from the previous year.	<p>AFGHANISTAN</p> <p>In 2011, the UNDP Law and Order Trust Fund (LOTFA) was able to keep ensuring a 99.2% coverage of salary payments of police personnel under the Electronic Payroll System despite the 17.8% increase in police personnel. The electronic payroll system enhanced civilian oversight and management through transparency in payrolls and a reduction of the length of salary processes.</p> <p>Human rights compliant legislation, policies and practices and legal awareness are a prerequisite for effective civilian and judicial oversight. With UNDP support, the Human Rights Support Unit (HRSU) in the Ministry of Justice was established to review legislation, policy and practices on human rights compliance, resulting in improvements to several legislative documents including the Civil Code, the Criminal Procedure Code, the Child Act, as well as the Law on Elimination of Violence against Women. In addition, UNDP supported human rights education which included increasing legal awareness among the Afghan population of the rights and the obligations of the executive. Activities included local level training for 465 teachers and 46,500 primary and secondary school students; radio and t.v broadcasts and theater presentations on legal rights in 7 districts in Badakhshan and 7 in Jawzjan attended by 13000 people.</p> <p>(Partially met)</p> <p><i>Source: Fainula Rodriguez & Hangama Anwari, Independent / External Mid-term Evaluation Report of the UNDP Justice and Human Rights in Afghanistan Project, August 2011.</i></p>	<p>Issues: Notwithstanding its importance, legal awareness raising could have an unanticipated consequence of causing frustration, instead of satisfaction, if claims cannot be addressed and redressed through provision of appropriate remedies. Also improved legislation and court buildings do not have effect if the application of those laws by judges in the courts is inadequate. For 2012-2014, UNDP will therefore increase the focus of its rule of law programming in 2012-2014 in Afghanistan on service delivery/access to justice, while building on the above mentioned support.</p>	

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>COMOROS</p> <p>With the support of UNDP, the Ministry of Defence completed a security gaps assessment, which is a critical civilian oversight task of a Ministry. 'Security sector governance' has been established in the government priorities which resulted in increased political support for effective civilian management and oversight of security forces. Also with UNDP support, a defence committee has been established and training has been delivered to develop national security policies that will increase civilian management of the security sector. Similarly, office and archive rehabilitation and training of staff of the National Office for Documentation and Protection of the State have led to better information analysis and coordination on security issues, which in turn, will enhance civilian management practices and internal accountability and oversight mechanisms.</p> <p>The milestone has been partially met as the foreseen national Justice and Security Policy has not been finalized and the National Commission on Security is not operational.</p> <p><i>Source: Independent evaluation for PBF Peace Building Fund Programme in the Comoros 2008-2011, 19 October 2011 – 8 November 2011</i></p>	<p>Issues: The project was designed with a larger budget in mind than what actually materialized (only the PBF contribution of US\$ 1,900,000 was made available). This budget deficit resulted in an inability to complete the outputs foreseen. At the same time capacity was lacking to implement the funding. UNDP and PBSO are considering technical support and a project extension to deliver on project results and milestone in 2012.</p>	
	<p>GUINEA BISSAU</p> <p>Due to the political instability, the SSR is stalled and existing national SSR bodies (National Steering Committee and the Permanent Secretariat) functioned sporadically in 2011. Despite those challenges, UNDP continued to provide technical support to the Permanent Secretariat of the SSR Steering Committee for the reformulation of priority plans for the sector and successful implementation of the security sector reform awareness campaign in several regions of the country (over 2,000 beneficiaries from security forces targeted). This campaign was perceived as an important achievement by the Government. Support to Parliament to strengthen the legislative analysis and oversight capacity of Parliament was launched with a Training of Trainers on legislative process and analysis for the National Assembly (the objective is to establish a national pool of legislative experts in the Parliament). The pool of legislative experts was selected, trained and recruited in December 2011 (including production of manuals) to provide continued on job training and technical advisory services to the Assembly Permanent Commissions, in particular to the commission on SSR, juridical and constitutional affairs and women and children.</p> <p>(Met)</p> <p><i>Sources: http://www.un.org/apps/news/story.asp?NewsID=38875&Cr=Guinea-Bissau&Cr1=&Kw1=Guinea&Kw2=&Kw3 http://www.un.org/apps/news/story.asp?NewsID=40300&Cr=bissau&Cr1=&Kw1=Guinea&Kw2=&Kw3 Fortes Informa, Numéro 6, Out-Nov-Dez 2011, p. 1</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>PAPP</p> <p>In 2011, the capacity of CSOs to provide oversight was enhanced through funding support for more proactive civilian monitoring of justice and security institutions. This was evidenced through the publication of 42 reports, 10 position papers as well as 524 press releases, monitoring subjects such as justice sector performance, case law development and access to justice issues surrounding issues such as house demolitions. As a means to enhance future oversight mechanisms through the establishment of baseline data, UNDP published a perception survey which canvassed more than 6,700 Palestinian households on their trust and use of justice and security systems. This information has resulted in improving Palestinian civil society's and government's future ability to better monitor the pace and quality of justice and security reform. With the groundwork of 2011 accomplished, improved results are expected for 2012.</p> <p>(Met)</p> <p><i>Source: UN Public Perceptions of Palestinian Justice and Security Institutions, (December 2011; independent publication commissioned by UNDP-PAPP); UNDP – Annual Report for 2011)</i></p>		
	<p>TUNISIA</p> <p>UNDP initiated support to the security sector at the request of Ministry of Interior in mid-2011 and signed a project document with the Ministry of Interior in September 2011 in order to support the sector. The National Constituent elections in October 2011 and the formation of a new government in December 2011 however delayed the implementation of the first activities. Still, UNDP was able to support the production of new manuals on the police powers in 2011 (e.g. on investigation/examination, crowd-control, use of force, capture). These first activities enabled the building of trust with national partners and will facilitate UNDP's fuller engagement in 2012.</p> <p>The milestone was not met in 2011. The milestone shall be met in 2012.</p> <p><i>Sources: http://www.lapresse.tn/06082011/34535/policiers-et-agents-de-la-garde-nationale-sinitient-aux-droits-de-lhomme.html</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>TIMOR-LESTE</p> <p>Two projects were initiated jointly with UNMIT in mid-2011, one in support of capacity development of national police and the other in support of the Security Sector Review. The two 18 month-long bridging programmes are designed to prepare for a larger UNDP role on security issues in light of the likely UNMIT draw-down at the end of 2012. On 21 July 2011, PNTL (National Police of Timor-Leste), UNPOL and UNDP signed a project Strengthening the Capacity of the National Police of Timor-Leste to strengthen capacity of the PNTL in capacity development and infrastructure. The policing project has set up election related trainings on operations planning, incident command and control, desktop exercises, interoperability critical for election preparedness in light of 2007 election violence. It also delivered on the job capacity development training of PNTL for maintenance of the vehicle fleet in terms of accountability, procurement and more economical use of the vehicles. Based on good collaboration, at PNTL's request, UNDP and UNPOL are considering modalities for continuing work on development of administrative, management and oversight capacity of the PNTL after 2012 elections and UNMIT drawdown. The project Strengthening Civilian Oversight and Management Capacity in the Security Sector officially started on 18 August 2011 following signing by national counterparts, UNDP and UNMIT. The project has faced challenges in terms of adequate coordination mechanisms to support simultaneously capacity development of several government agencies working in the sector. The other obstacle is an overall lack of political will among national actors to work with international community on issues of security, especially among the veteran community that largely convenes decision-making bodies in this sector.</p> <p>The milestone has not been met in 2011, however preparatory work has been laid out to ensure that UNDP will be able to take over responsibilities related to the milestone and that the target can be reached in 2012.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>GUINEA (CONAKRY)</p> <p>In 2011, UNDP has supported the nation-wide SSR architecture that was put in place in April 2011 by the President. It was the first time an inter-ministerial plan covering a period of several years was drafted. UNDP has provided technical support to the 5 technical sectorial committees (army, police, justice, customs and environment) in charge of producing the nation-wide SSR programme with sectorial action plans and budget. The actions plans were finalised and 3 out of 5 sectorial committees had produced the corresponding budget by 31 December 2011. A first important step of the SSR was achieved with the production of those sectorial plans. Another critical action for an effective oversight of the sector is the census of security forces. UNDP supported the census of the military under the leadership of Ministry of Defense (achieved in December 2011). The census of the army is the first step of the census of the entire security forces to be done in 2012. It will enable also the downsizing of the army through the retirement of 4,050 soldiers to be done in 2012 with UNDP support.</p> <p>(Met)</p> <p>Sources: http://www.rfi.fr/afrique/20111102-conakry-le-president-alpha-conde-annonce-mise-retraite-4-000-militaires-paramilitairehttp://www.afriquinfos.com/articles/2011/10/6/guinee-188318.asp; http://rpdefense.over-blog.com/article-armee-les-reformistes-en-entretien-avec-le-president-de-la-republique-guinee-conakry-88592250.html</p>		

INDICATOR 4.4:

Number of countries effectively responding to Gender-based and Sexual violence in conflict by providing justice (e.g. informal and formal legal aid) and security (e.g. local security plans) services to women.

BASELINE: 01/2010

Insufficient national and local capacity to effectively respond to gender-based and sexual violence. Strong initial results through existing programmes observed in Sierra Leone and Somalia. Preparatory Work initiated in DRC, Sudan, Eastern Chad, Nepal, Iraq, Liberia.

Additional Countries selected on the following criteria

1. Countries where GBV was an issue and is being tackled through on-going UNDP programming
2. Countries where this programming is taking place both at the national and local level
3. Countries where this programming is having a discernible impact on the ground (measurable in terms of the number of people we are able to assist through legal aid and/or security policies).

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 4.4.1 In 6 target conflict-affected countries local measures (e.g. local security plans, security arrangements organized by the community leaders) to provide security for women are implemented and/or formal and informal legal aid mechanisms put in place or enhanced.	DEMOCRATIC REPUBLIC OF THE CONGO In 2011, UNDP provided logistical, administrative and technical support to 15 mobile courts, in partnership with other organizations. 330 cases (about 70% related to sexual violence) have been heard in 2011, and 193 perpetrators were sentenced for sexual violence related crimes. During the hearings, the Military Court filed several cases for international crimes on sexual violence, including in Fizi (case Kibibi Mutware) and Kalehe (case Katasomwa). Several military officers were convicted for crimes against humanity on the basis of rape, imprisonment and other inhuman and degrading treatments committed in Fizi territory in early 2011. This was the first time that high-ranking officers were charged for such crimes through mobile court proceedings. The mobile court held in Kalehe, South Kivu, dealt with the first case of crimes against humanity, (including charges sexual violence) against a leader of the militia Forces Democratiques de Liberation du Rwanda (FDLR). Over the year, UNDP supported 276 requests for logistical assistance to SGBV on-going investigative files (transport and material to investigation teams). UNDP supported the preliminary joint assessment mission conducted by military prosecutor and the UN mission, to the alleged mass rapes occurred in Fizi (South Kivu) and Masisi (North Kivu). With regard to the Walikale mass rape, UNDP's support to the military prosecutor's investigation and to the deployment of 100 policemen (of PNC) in Luvungi allowed the return of the population to the area and facilitated the investigation and collection of testimonies in preparation of the judicial process in 2012. The increased number of investigations and prosecutions of cases of sexual violence contributes to building trust in the justice system but also to demonstrate the Government's commitment. The milestone has been met. <i>Sources: http://www.amnesty.org/en/node/21866</i>		Overall milestone achieved with individual milestone achieved or exceeded in 5 countries.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SIERRA LEONE</p> <p>In Sierra Leone, three different types of measures were undertaken to enhance local measures for the security of Sierra Leonean women in 2011. First, having institutionalized SGBV as an agenda item for Northern provincial and district security committee meetings, this breakthrough, a sustainable and no-cost mechanism, was replicated in the Southern Province as well. In so doing, a local mechanism is established that compels community participants, including police, to raise and respond to local SGBV incidents in a regular forum. Secondly, training and awareness-raising activities for traditional chiefs have resulted in enhanced security for women at a local level as field reports indicate more cases concerning SGBV are now being referred to the Sierra Leone Police's Family Support Units instead of being resolved through traditional courts. Measures in 2012 will be undertaken to more specifically track the increase. Finally, in September 2011, 14 CSO grantees were funded to provide legal aid support to 127 SGBV survivors. The same CSOs have also instituted local referral mechanisms for SGBV cases through the establishment of 8 chiefdom focal points who contact the CSOs with SGBV matters, in so doing enhancing security for women. All numbers should continue to improve with programmatic and resource support in 2012.</p> <p>(Met)</p> <p><i>Source: Review Workshop for CSO-SGBV Grantees, November 2011, UNDP Report; UNDP 2011 QUARTERLY REPORTS</i></p>		
	<p>BURUNDI</p> <p>Due to the redesign of the CPR project the milestone was not met in 2011. It is anticipated that the milestone will be met in 2012.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>IRAQ</p> <p>As a response to the need to combat violence against women in Iraq, the Government has established Family Protection Units (FPUs) in Iraq and Kurdistan to provide services to GBV victims. Through UNDP's support, 5 of these FPUs—2 in Iraq and 3 in Kurdistan are now fully operational. One of the identified challenges of the FPUs was the limited investigation capacity by police which hindered victims from reporting their cases. As such UNDP trained 38 police officers from Kurdistan and the Central Government specifically on interviewing techniques, forensics, and chain of evidence before their deployment to the FPUs. As a result of this work, GBV victims now have a location to report their cases. In 2011, the total of reported cases was 2095. On the basis of the good practice from the UNDP-supported FPUs, the Iraqi Government has allocated land for 14 additional FPUs in different Governorates; these will function on the basis of the Standard Operating Procedures developed with UNDP's support.</p> <p>One of the main challenges remained the lack of adequate legislation in the area of domestic violence and GBV; as such UNDP, with other UN agencies, has actively engaged with the Government to develop this legislation. These efforts have resulted in the adoption of the Domestic Violence Law in Kurdistan and a draft Domestic Violence Law in Iraq. These laws encourage GBV victims to report their cases and strengthen the capacity of the justice system to provide effective justice services.</p> <p>The results achieved in 2011 will provide a basis for further UNDP engagement in 2012 to continue to increase justice and service delivery to women in Iraq and Kurdistan.</p> <p>(Met)</p> <p><i>Source: http://www.peacewomen.org/news_article.php?id=3861&type=news UNDP Iraq Annual Report 2011 Family Justice and Support Project</i></p>		
	<p>KOSOVO</p> <p>With UNDP technical support, two National Action Plans resulting in stronger mechanisms to provide security to women have been drafted and adopted by the Government in 2011, namely the National Strategy and Action Plan against Trafficking in Human Beings 2011-2014 and the National Strategy and Action Plan against Domestic Violence 2011-2014. Further to this UNDP supported the drafting of the secondary legislation for the Law on Domestic Violence (LDV), which has now been submitted to the Legal Office of the Prime Minister. UNDP's support to the Pristina Shelter in terms of staff-capacity, medical, psychological and legal assistance, outreach and advocacy, has resulted in improved security and justice delivery to victims of domestic violence, including children (30 women and 10 children sheltered – data provided by the shelter).</p> <p>In addition, UNDP's support to the police in 49 police stations in Kosovo has strengthened the capacity of Domestic Violence and Child Abuse Investigation Sections. Awareness-raising is an important element in addressing domestic violence and human trafficking; supporting the Kosovo Shelter's Coalition, UNDP has raised awareness through dissemination of information materials and the production of a PR documentary which has been broadcasted in several municipalities, followed by debates with local stakeholders.</p> <p>(Met)</p> <p><i>Source: ec.europa.eu/enlargement/pdf/key.../ks_rapport_2011_en.pdf</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOMALIA</p> <p>In Somaliland, UNDP has helped strengthen Somaliland Women's Law Association as a professional association for women lawyers. Through their work legal aid services have been provided to 1068 clients including 753 women & 71 in 2011 (in 2010 474 women, 127 men and 67 children.). Also through their work, the first five women prosecutors in Somaliland were appointed in 2011; and the Attorney General has announced the appointment of the first female Deputy Attorney General (status of a Judge). In Somaliland, UNDP also supported the establishment of a Women and Children Department at the Attorney-General's office linked to women and children desks at police stations to help ensure effective management of cases and prosecution of gender-based violence and other crimes. The Sexual Assault and Referral Centre (SARC) was established at Hargeisa Central Hospital to link treatment, evidence-gathering and legal protection for sexual and gender-based violence (SGBV) crimes in one single Centre resulting in enhanced quality of response (2011: 140 cases).</p> <p>In Mogadishu, UNDP support enabled 204 women and children to receive legal counseling on issues of SGBV in 2011 through a network of women paralegals in all 16 districts. The paralegals also collect information on security issues around the city, including IDP camps. They then refer serious cases to the police or legal service NGOs. They have generally managed to operate below the radar of al-Shabaab and militant groups. In Puntland, UNDP's success on women's access to justice is slower due to a weak civil society; however the Puntland Legal Aid Centre (PLAC) and paralegals have assisted over 500 women in 2012, particularly IDPs. An increase in UNDP supported lawyers, legal aid centres and paralegals should bring significant improvements in service provision in 2012.</p> <p>The milestone has been exceeded.</p> <p><i>Verifiable source: Independent Evaluation of ROLS III Programme 15th Nov 2011 by Paul Eavis, Alice Hills, Andy McLean and Tiernan Mennan</i></p>		

Livelihoods, economic recovery and reintegration programmes generate employment and sustainable income earning opportunities for crisis affected communities

INDICATOR 5.1:

Average number of emergency jobs and employment increased for men, women and youths per year.

BASELINE: 01/2010

On average only about 200,000 work days of emergency jobs are created per year in each CPC countries including the high disaster/conflict risk initial 5 countries below.

Lack of livelihoods opportunities in particular long term employment heighten risk of conflict relapse and undermine resilience to disasters.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 5.1.1 At least 4 million work days of emergency jobs created in at least 5 CPC countries.	<p>Overall Achievement: Overall, the achieved results exceeded the planned target under this milestone. In 2011, more than 5.2 million workdays (1.296 million workdays in Haiti alone) were generated through the creation of emergency/short-term employment opportunities targeting around 170,625 (64,800 in Haiti) skilled and unskilled poor and poorer workers with 39% women participation and other vulnerable and marginalized groups including youth, IDPs, returnees, ex-combatants and people with special needs (disability and with HIV/AIDS). On average, each worker worked for 30 workdays and gained an average income of US\$120. The milestone is exceeded.</p> <p>Injection of cash and creation of emergency employment schemes contributed to revitalized local economy in all target countries, increased purchasing power of beneficiaries, increased savings and investments to create longer term livelihoods through establishing micro and small businesses as evidenced in Burundi, Somalia and Myanmar. Cash injection contributed also to food security and socio-economic stability while the rehabilitation and upgrade of basic, social and productive infrastructure increased peace dividend and enhanced dialogue through the establishment of joint management committees as reported from Somalia, Pakistan and Burundi.</p> <p>Cash for work schemes also contributed significantly to disaster risk reduction/ mitigation measures through river embankment, terracing, dredging and construction of water harvesting schemes as have been reported in Pakistan, Somalia, Uganda and Haiti. Finally UNDP's cash for work/emergency employment schemes formed the basis for transitioning to longer term recovery (Examples: Haiti, Myanmar, Pakistan and Somalia).</p> <p>Following are country specific results.</p>		Milestone exceeded

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>BURUNDI</p> <p>In 2011, more than 499,200 workdays have been generated through employing 6,400 skilled and unskilled poor workers of whom 36% were women. Those workers became an integral part of the innovative approach developed in Burundi called 3X6 that links short-term response to longer term recovery.</p> <p>Employment created led to injecting cash into the local economy. Individual beneficiaries from cash for work received 2/3 as salaries and the rest was in savings to start-up new or expand existing micro-businesses, and to have increased access to food and services. According to the latest progress report received from the country office in January 2012, the employment schemes contributed to increased social cohesion between the target groups and the host communities. Over the past three years, cash for work contributed to building sustainable livelihoods and developing micro and small enterprises.</p> <p><i>Source: M&E Table of Results Analysis for output 5, January 2012</i></p>		
	<p>HAITI</p> <p>In 2011, more than 2 million workdays were generated by UNDP in partnership with the government through local authorities and non-governmental organisations, employing over 30,000 people to remove and recycle debris, restore shelters, construct gabions to prevent floods, plant trees to reduce wind speed and other activities in debris managements and labor intensive works. Preliminary indications showed that money gained through such schemes were used to meet family basic needs and in some cases savings were used to start micro-businesses.</p> <p>UNDP is implementing this project in full partnership with the government through local authorities and qualified non-governmental organizations. Moreover, UNDP uses the cash for work schemes to pilot and scale up activities towards the creation of longer term jobs as reflected in the cash for production schemes, Appui au retour aux quartiers (16/6), and CARMEN project through self-repair of houses, support government in formulating policies and strategies i.e. the Private Sector Development Strategy. It is worth mentioning that in Haiti, Cash for work was the basis in testing cash for production schemes (daily remuneration is paid against unit produced. For example, a worker is paid US\$5 to remove two cubic meters of rubble, or construct one square meter of gabion, etc.</p> <p><i>Source: M&E Table of Results Analysis for output 5, January 2012 and UNDP Haiti website: http://www.ht.undp.org/public/domainedetails.php</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>HONDURAS</p> <p>Under the UNDP roll out recovery policy, in 2011, approximately 600,000 workdays have been generated through employing 6,110 skilled and unskilled workers of whom 43% were women through the rehabilitation of community based infrastructure including schools and health centers which allowed for increased access to health and education services and is believed to have increased enrollment rates at schools. Cash for work schemes provided the basis for longer term recovery as basic social and productive infrastructure was rehabilitated, beneficiaries of cash for work were linked to vocational training, business development, ecotourism, marketing and to microfinance schemes to ensure continuity and longer term job creation. Hence, the project contributed to local economic development.</p> <p><i>Source: Results Analysis for Output 5 from UNDP COs, January 2012</i></p>		
	<p>MYANMAR</p> <p>As per the Livelihood and Economic Recovery progress report (2010-2011) provided by UNDP Myanmar, an approximate 1.03 million workdays have been generated through employing more than 22,000 skilled and unskilled poor workers of whom 40% were women, and a large number of landless people who were enabled to meet basic needs and to invest in growing their small-scale income generating activities. Employment was generated through the clearing of debris at community places such as footpaths, schools and monastery compounds, as well as pond-clearing, the rehabilitation and construction of critical community-based infrastructure such as jetties, footpaths, and bridges to enhance various economic activities. In the cyclone Giri affected area the cash-for-work schemes were used in the renovation of river embankment within certain communities to protect their agricultural land from salt water intrusion. This enabled farmers to cultivate paddy for every year and get increased yield and improved food security.</p> <p><i>Source: Results Analysis for output 5, UNDP CO, January 2012</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>PAKISTAN</p> <p>In 2011, around 926,000 workdays were generated through employing more than 45,400 crisis affected people of whom 16% were women. Under the Early Recovery—Flood Response Programme, work took place in the various districts of Swat, Lower Dir, Upper Dir and Buner of Khyber Pakhtunkhwa where community based infrastructure including roads, schools, canals, and health centers were restored and upgraded, thus allowing crisis affected people and communities to have better access to health and education services, restore land under cultivation and thus contributed to food security. Under the Peace, Governance and Economic Recovery programmes, around 4,000 skilled and unskilled poor and marginalized people including 36 people with disabilities and 445 women benefited from employment opportunities generating 41,600 workdays.</p> <p>Though the percentage of women was not as high as in other countries due to cultural reasons, the project is developing and testing targeted messages towards women participation and empowerment, and enhance dialogue. As per reports on the above mentioned initiatives/programmes, UNDP's assistance enhanced economic revitalization through the rehabilitation of social and productive infrastructure, as well as promoted investment in skills development and increased access to start-up packages for the establishment of businesses. For example, UNDP's support gave as well the opportunity to more than 700 youth, including 267 women to acquire new entrepreneurial skills complemented with cash grants to set-up small business/enterprises. According to UNDP report, this support contributed to an increased income ranging from PKR 2,500- 5,000 per beneficiary. More information is reported under milestone 5.1.2.</p> <p><i>Source: M&E Table of Results Analysis for output 5, January 2012 and UNDP-Pakistan Website on cash for work: http://undp.org.pk/crisis-prevention-and-recovery.html, Early Recovery Support to Flood Affected Communities in Pakistan, Tales of Strength, Perseverance, and Vigour, 2010-2011, unpublished</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOMALIA</p> <p>More than 676,200 workdays were generated through the creation of short term employment opportunities targeting 22,800 skilled and unskilled workers of which 38% were women and 27% IDPs. The Employment Generation for Early Recovery Programme which started in 2008 and still on-going, is an integral part of the recovery and sustainable livelihood portfolio which runs until 2015 targeting various beneficiaries including IDPs, ex-combatants, people with disabilities, and pastoralists amongst others. Wages served and prompted groups' savings (Ayota) amongst women to initiate microbusinesses. Every 5-7 women would come together for group savings, and on monthly basis one woman would get the saving to establish her micro-business.</p> <p>More than 300 microbusiness varying from tea shops, vegetable, meat and/or fruit stalls to small shops were established. Jobs were created through the rehabilitation and construction of basic social and productive infrastructure including roads, markets, hospitals, schools, irrigation canals, river embankment and construction of water harvesting schemes among others. As documented by case studies and stories from the field, the employment generation programme contributed to increased access to health and education services, increased enrollment rate for girls and boys, increased local trading within the established markers, and increased access to communities, shorter travel time and less transportation costs as a result of roads rehabilitation.</p> <p>River embankment mitigated the impact of floods in south central Somalia, thus saved many lives, crops and livestock, and property, while water harvesting schemes increased water availability and access to mainly pastoral communities. As per the Somalia interactive dbase: www.somali-rsl.net and as per milestone 5.1.2, cash for work served as the instrument to train youth, women and ex-combatants on various skills and allowed them access grants, start-up packages to establish their own businesses, and served as a good tool to provide certain skills to the private sector through short-term training schemes impeded within the employment generation programme. Implementation of the employment schemes was carried out by qualified civil society organizations in full coordination with government and local authority institutions.</p> <p><i>Source: UNDP-Somalia M&E on-line database-www.somali-rsl.net and UNDP Results Oriented Annual Report - 2011</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>UGANDA</p> <p>Under Building Sustainable Peace and Development in Karamoja project, more than 179,760 work days have been generated through employing 3,200 skilled and unskilled workers of which 60% were women. Employment was created through the dam and road rehabilitation in Karamoja. With cash for work schemes, people had the choice on how to spend their income. As reported from the field, people spent their money to meet their basic needs; food and health</p> <p>The opening up of roads has increased access of the target communities, reduced transportation cost as a results of less fuel consumption, and increased marketing of goods, as trade has gone up between Karamojong and other tribes in neighboring districts and the dam construction increased water availability for the local communities.</p> <p>Trying to link short term response to longer term recovery, UNDP capitalized on the above mentioned project and carried out a capacity assessment of local economic actors who can generate long term employment and absorb skilled people employment as well as supported peace building and economic revival of the communities (specifically through training in community building of Peace rings, village saving schemes and support to enterprise development). In addition, UNDP supported the formulation of a full-fledged programme on capacity building for micro-finance institutions to provide timely services efficiently to youth and women entrepreneurs. (Source: M&E Table of Results Analysis for output 5, January 2012 and UNDP Results Oriented Annual Report – 2011).</p>		
<p>MILESTONE 5.1.2</p> <p>At least 9000 crisis affected men and women are wage-employed or self-employed in at least 5 CPC countries.</p>	<p>Overall Achievements: In 2011 Over 65,000 men and women have been assisted by UNDP COs to improve employability and build capacity for enterprise development and recapitalization in 12 countries (DRC, Ethiopia, Kenya, Myanmar, Nepal, Niger, oPT/PAPP, Pakistan, Somalia, SriLanka, Sudan, Uganda). The vast majority of beneficiaries are self-employed (approx. 80% self-employed and 20% wage employed) in agriculture, fishing, IT, Food Industry and Transport micro businesses very often as micro-entrepreneurs. Their economic contribution is mainly flowing into the informal economy of the targeted countries. However, this support is resulting in income security, contribute to peace stabilization and prevent exacerbation of already existing and chronic poverty for example in Uganda's Karamoja, in South Central Somalia and Nepal, where incomes have increased by at least one dollar a day from small and micro enterprises. The milestone is exceeded.</p>		Milestone exceeded

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>Country Specific Results:</p> <p>Democratic Republic of the Congo: Over 1300 people (1687 women and 264 men), mostly SGBV victims, are targeted at community level through 12 multi-purpose community centers. These centers target mainly SGBV victims and provide support for their socio-economic reintegration in the communities (i.e. counseling and training on income generation activities to establish small and micro enterprises, among others) in Eastern DRC. Through the project, women are now instrumental in contributing to the revitalization of their own local economic recovery through producing goods and services in demand at local level, improving their well being and access to good health.</p> <p>As a result, in Nord Kivu in at the end of 4th quarter of 2011, 223 beneficiaries completed their training cycle and an income generating activity in the communities. In November 2011, the political authorities of North Kivu province adopted the methodological note on multi-purpose community centers and a draft decree formalizing the PAC in the national policy on gender has been prepared and forwarded to the Ministry of Gender, Family and Children (ministry).</p> <p>Beneficiaries, of which 60% are women, have also improved their access to financial services, largely due to the Savings Credit with Education (CEE +) initiative. As a result women have increased their entrepreneurial potential and income and, more importantly, improved their self-esteem and social status within their respective families.</p> <p>In additionally, to ensure sustainability of initiatives like the SGBV programme, UNDP supported the Central Bank of Congo to step-up its capacity to provide access to finance at national and community level. Through UNDP support, the government now has a legal framework that strengthens the central bank's control of MFIs. Improved access to financial services has helped the Congolese to expand their economic opportunities and significantly change their wellbeing (increased income, access to food, education and hospitals at local level). The formal banking coverage rate rose from 0.7% in 2008 to 2% in 2011 resulting in an improvement in financing income-generating activities at the community level, on the one hand, and in financing for small businesses promoting employment and income, on the other.</p> <p><i>Source: UNDP DRC M&E Table Submitted to UNDP/BCPR October 2011, UNDP DRC Results Oriented Annual Report 2011, Project Report Projet de Sécurité, Autonomisation, et Réintégration socio-économique des Femmes du Nord et du Sud-Kivu (PSAR)).</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>ETHIOPIA</p> <p>In 2011, 1,500 individual farmers benefited from agricultural tools (Axes, hoes, etc.) and implements and formed groups/associations. Together they established viable agricultural enterprises e.g. cash crop production, market linkages allowing them to improve their livelihoods/wellbeing, improve their household food security in the drought prone regions, and access to cash for children's education and access to health. These are results were achieved due to the Disaster Risk Reduction and Livelihoods Recovery (DRR/LR) program which combines disaster preparedness measures at community level with promotion of resilient rural livelihood options. The program, implemented through governmental authorities and CBOs, targets poor agro-pastoral communities in Gambella and Somali regions, two of the most disaster and natural resource based conflict prone regions of Ethiopia.</p> <p><i>Source: UNDP Ethiopia M&E Table Submitted to UNDP/BCPR October 2011, UNDP Ethiopia Results Oriented Annual Report 2011</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KENYA</p> <p>1,300 individuals (663 women representing 51%) belonging to the host communities of refugees camps of Dadaab and Kakuma in North-Eastern and Turkana provinces were trained on Income Generation Activities (IGAs) and started their micro-enterprises (self-employment) that have increased their self-sufficiency and security of income for food, transport, education and health, . These are the results achieved in 2011 by the interagency project “host communities” which targeted those communities hosting refugees in semi-arid regions of Kenya (Turkana and North East provinces). Communities hosting refugees suffer a problem of overcrowding and high competition to access food and scarce natural resources. Besides, hosting communities do not receive humanitarian aid which is targeted to refugees directly in the Dadaab and Kakuma camps.</p> <p>Local households living in chronic poverty have been targeted through participatory assessments conducted with the local government. In addition to individual livelihoods restoration through income generating activities, livelihood support to the host communities helped revitalize local markets and the economy given the presence of large numbers of refugees assisted by national and international actors. Besides, it contributed to ease tensions and reduce the risk of conflict over local resources, including aid. According to a beneficiary contact survey among the hosting communities’ households, those interviewed stated that earnings from self-employment are mostly used for buying food, medication and paying school levies. Additionally, 66% of the beneficiaries state that an amount of the income gets reinvested to sustain or expand their informal business or livestock holdings.</p> <p>The increasing inflation rate in Kenya at 17.3% by September 2011 is eroding the real income of the beneficiaries. An analysis of real income increases is being conducted by the CO to clarify this observation.</p> <p>In order to step-up its efforts to bridge informal economy (creation of micro-enterprises and self-employment) with opportunities to support formal economy at the district level in the areas affected by the 2007 post-election violence, UNDP has supported local governments to establish four District Business Solution Centers (DBSCs) in Kitale, Eldoret, Nakuru and Kisumu. These centers are a valuable resource for the communities and target victims of the 2007 post-election violence who have not fully restored their livelihoods due to loss of productive assets, displacement and psychological trauma, among other causes. DBSCs offer basic business training, make available ICT to the community and advise on business opportunities for households displaced during the 2007 post-election violence and their hosting communities. As a result, in 2011 DSBCs provided services to a total of 2085 (912 men and 1173 women) on a range of skills both on business management and entrepreneurship, approximately 30% have already established their business. Apart from the Business and entrepreneurship training the project has also provided technical training to 200 IDPs (108 men and 92 women) on income generating activities (Source: UNDP Kenya M&E Table Submitted to UNDP/BCPR October 2011, UNDP Kenya Results Oriented Annual Report 2011, Beneficiaries Contact Survey carried out by UNDP Kenya in December 2011).</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>MYANMAR</p> <p>Under the UNDP Microfinance project a total of 15,485 crises affected persons (both men and women) were self-employed in small enterprises out of which 11,614 women, 75% of total people assisted, are self-employed in small enterprises for income generating activities.</p> <p>Incomes of the poorest quintiles have increased with 90% of the self-employed households (livestock rearing, fishermen and micro-entrepreneurs) who started their income generating activities during 2010 (post cyclone Nargis recovery project) are earning more than 60 USD a month during 2011. With regard to (post Giri earthquake response) about 70% of the self-employed households who have started income generating activities in 2011 are earning more than USD 30 per month. It also highlights the reduction in the number of households falling in the bottom three poor quintiles from 10997 households in 2010 to 9377 households in 2011 because of their income increase.</p> <p>Under the other project, UNDP supported the government in the implementation of the Rural Development and Poverty Alleviation plan which has access to credit as one of the critical factors for poverty alleviation in rural areas. As of November 2011, the project is working in 23 townships with 96 branches; 386,945 active clients with 337,610 active borrowers in 5,284 villages; US\$56 million (Myanmar Kyat 45,364 million) loan outstanding with a 99.61% repayment rate accumulated savings was approximately US\$9.6 million (MMK 7,690 million).</p> <p><i>Source: UNDP Myanmar M&E Table Submitted to UNDP/BCPR October 2011, UNDP Myanmar Results Oriented Annual Report 2011, Beneficiaries Contact Survey carried out by UNDP Myanmar in December 2011, Impact Assessment of the Microfinance Project (2011</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>NEPAL</p> <p>The Microenterprise Development Programme has developed over 32,000 micro-entrepreneurs, 68% women, 20% Dalits and 67% youth and created about 37,000 sustainable jobs in 2008 to 2011. In 2011 alone about 5000 jobs were created. Eighty percent of MEDEP enterprises continue to do business—a high success rate that reflects the strength of this programme. Incomes have increased with the average MEDEP micro-entrepreneur earning over twice what they earned before. The Programme works in 38 districts including with the Refugees in the Bhutanese Refugee Camps and adjoining communities in eastern Nepal. The government has adopted this model for its micro-enterprise support programmes. It also assists local government bodies and the Ministry of Industry's line agencies in a further 13 districts to provide micro-enterprise development support.</p> <p>Livelihoods Recovery for Peace (LRP) also supported 6003 individuals (96% women) from vulnerable, excluded, and economically deprived (VEED) households for income generating activities in small businesses. Beneficiaries have earned an average of US\$20- 50 per month resulting in them getting out of poverty line. 415 households benefitted from energy services. It provided partial employment for 303 youth (60% women) who worked as tutors. The project's poverty pocket approach takes into account locational factors (e.g. communities living in flood-prone areas), economic deprivation of the households, as well as social exclusion and historical marginalisation of the community groups, wealth ranking is used to identify beneficiaries in order to target the lowest income/poverty quintile. Coupled with this approach of focusing on the VEED households, LRP gives priority to empowering women, members of the excluded communities, and youth.</p> <p><i>Source: UNDP Nepal M&E Table Submitted to UNDP/BCPR October 2011, UNDP Nepal Results Oriented Annual Report 2011, UNDP Nepal Report "Human Stories from the Field" (2011)</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>NIGER</p> <p>UNDP Niger Programme for Capacity Building for Prevention and Crisis Management supported the livelihoods of 10 000 people (youth, farmers, cattle breeder,) and 1500 women in 4 regions affected by both natural disaster (floods, hunger, migration) and conflict received startup grants and packages to start their small income generating activities in the agriculture, transport and food cottage industries. Women used support packages to open handcraft shop, food shop, donkey chariot to transport water instead to rent it, paying for their children health care, school fees, clothes and school uniforms. Men have used packages from UNDP to open business shops; starting a cereals bank; making bricks, paying for treatment of cattle. Both men and women are building asbestos/zinc roofed houses that are better than before.</p> <p>75% of households reported receiving real income from small enterprises and income generating opportunities availed through UNDP supported programmes in Niger. As recently noted in a joint mission of the UNDP Administrator Helen Clark and the Emergency Relief Coordinator Valerie Amos' visit to the country (22 February 2012), when visiting a community supported by the project Ms. Amos observed: "This project shows how a small initial investment can make a big difference in people's lives. A few miles from here, there is a village which did not have this investment, where people leave their homes and remove their children from school so they can find food". (Source: UNDP Niger M&E Table Submitted to UNDP/BCPR October 2011, UNDP Niger Results Oriented Annual Report 2011).</p> <p>PAPP: The UNDP Deprived Economic Empowerment Programme (DEEP) offered microfinance and seed capital schemes for 12,000 micro enterprises owned by youth, women and people with disability. By end of 2011, and capitalizing on interventions over the last three years, approximately 7,000 families have graduated from deep poverty into economic self-reliance, improved wellbeing and resilience to crisis. As per recent evaluation of the programme, 76% of the delivered financial resources have targeted poor families, while 7% for the development and capacity building of individuals, line ministries and qualified implementing partners including NGOs. The programme adopted a targeting methodology based on identification of beneficiaries through local religious institutions and civil society organizations.</p> <p><i>Source: UNDP Results Oriented Annual Report, 2011, and DEEP Evaluation 2011</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>PAKISTAN</p> <p>Through the Early Recovery programme over 2000 poor women and youth benefited from livelihood asset distribution. It helped establish 188 community-based organizations (79 were women organizations) who restored more than 7300 acres of agricultural lands thus benefiting thousands of households in having permanent jobs in agriculture, help in promoting food security and self-sufficiency. Approximately 500 marginalized persons of Swat and Buner Districts have been provided with vocational skills training including plumbing, auto mechanics, carpentry and electrical repairs resulting in increased incomes. More than 700 youth, including 267 women acquired new entrepreneurial skills complemented with cash grants to set-up small business/enterprises. This support contributed to an increased income ranging from PKR 2,500- 5,000 per beneficiary with women (937 women) with over 80% getting employed in different small and medium companies and the rest starting their own enterprises. 500 marginalized persons of District Swat and Buner received trainings in vocational skills, which resulted in income generation. Small grants have been provided to 4 CSOs resulting in enhanced social cohesion, improved awareness regarding environment protection and improved incomes and food security of flood and conflict affected households.</p> <p>In addition, UNDP provided small grants, productive assets and enterprise startup packages to more than 8,000 (5600 women) flood affected people who are now engaged in small enterprises in support of household wellbeing, income to buy food, send children to school and afford better health care costs.</p> <p><i>Source: UNDP Pakistan Quarterly Monitoring Reports, September 2011, UNDP Results Oriented Annual Report -2011, UNDP Pakistan Quarterly reports and the UNDP-Pakistan website http://undp.org.pk/sustainable-development-through-peace-building-governance-and-economic-recovery-in-khyber-pukhtumkhwa.html</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SOMALIA</p> <p>In 2011 the UNDP Employment Generation for Early Recovery project supported more than 3900 beneficiaries (840 are women, approx.21%) with vocational skills and work tools to start their business; 80% of these beneficiaries live in areas affected by conflict and natural disasters and managed to restore their livelihoods (household assets, income) slowly increasing household wellbeing, and starting to acquire confidence in business management. UNDP Employment Generation for Early Recovery project addresses the urgent issue of income generation and job creation in South Central Somalia, through a community based approach, aiming to build permanent capacities and increased skills levels, while addressing direct income generation priorities for the most affected parts of both IDP and host communities. By applying a community based approach and involving the beneficiary communities in all phases of project implementation it is aiming for local ownership of the project works, thus enhancing the sustainability of the project. The project addresses short term income generation issues, as well as vocational training, grants, micro credit/revolving funds and capacity building.</p> <p>According to a beneficiary contact survey conducted among beneficiaries in Benadir region, skills training and work tools are meeting the needs of the targeted households. For example, In Mogadishu a project promoting livelihoods for fishery activities presented an encouraging picture on the number of beneficiaries employed: 23.67% of beneficiaries, have established small scale fishing establishments with engineless boats, 31.33% have their own retail fish business selling fish to markets in, 21.5% have been employed by large scale fishing industry, 10.5% have established personal business on repair of fishing equipments, 10% have not been engaging in fishing activity and the remaining 3.16% is employed the marine school for further training of new recruits. However, according to the beneficiary contact survey access to finance is considered critical to ensure viability of the micro-enterprises that have been restored or created thanks to UNDP support and UNDP should encourage partnership with micro-finance institutions and local banks. Selection of beneficiaries is conducted through community based targeting (a combination of wealth-ranking and targeting of female headed households) which is facilitated by UNDP in partnership with local authorities and implementing partners.</p> <p>UNDP Employment Generation for Early Recovery project ensures full participation of targeted communities, including direct contributions from communities to the purchase of equipment and rehabilitation of local infrastructure. Local community contributions to projects not only support a value for money approach to project management in Somalia, they have ensured high levels of buy-in and commitment by local partners and communities. Secondly, the MCG contracting modality used standard procurement processes used where possible to ensure value for money. The process was initiated through a 'call for proposals' which provided flexibility so that UNDP and partners could discuss and negotiate priorities and costing at length before contract is awarded.</p> <p>UNDP Somalia undertakes independent price surveys on a bi-monthly basis to confirm costs in partner budgets. This is bolstered by third party monitoring contracted by UNDP to a separate firm to ensure high quality work by partners in areas with low levels of access. Value for money is also reinforced through a participatory design process (Source: Information management system for monitoring and evaluation for Somalia, 2011 Report).</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SRI LANKA</p> <p>UNDP Transition Recovery Programme (TRP) provided livelihood assistance to 3500 persons (of which 34% were women), training on improved livelihood practices to 1534 persons (of which 73% were women), constructed/rehabilitated 180 units of livelihood infrastructure, constructed/rehabilitated 90 units of social infrastructure, and constructed 175 permanent houses.</p> <p>According to UNDP monitoring reports, small and micro businesses have increased women's economic independence, food security, nutrition, and household assets—hence more people moving out of poverty, e.g. with more than \$1 a day; 79% of sampled households in target communities reporting increased production after having received assistance. Similarly, 89% of government departments that received capacity-support on recovery/livelihoods report having expanded their service delivery to conflict-affected persons, and 75% of CBOs that received training report adopting improved administrative and accountability measures 6 months following the training.</p> <p>Particularly in 2011, UNDP added-value to traditional recovery programming by adopting more market-based tools and approaches, in order to support its beneficiary communities to migrate from aid-dependent subsistence livelihoods to commercially viable and sustainable livelihoods. Furthermore, UNDP continued with its approach of using its recovery work as entry-points for local level peace-building, using exchanges, exposure visits, joint trainings, joint construction activities and a schools twinning to build linkages between communities who had been kept apart by war, resulting in improved coexistence and peace in the communities previously affected.</p> <p><i>Source: UNDP Sri Lanka Quarterly Monitoring Reports, September 2011, UNDP Sri Lanka Results Oriented Annual Report -2011</i></p>		
	<p>SUDAN</p> <p>In the Kubum area of South Darfur 1,000 new beekeepers, including women and IDPs, have started producing honey using traditional bee hives provided by South Darfur Honey Value chain project. Along with the bee hives, the beneficiaries received training on traditional and modern beekeeping techniques, and were introduced to new methods of honey extracting and handling. Beekeeping is an alternative environmentally friendly livelihood skill to war-affected communities. As a result, the honey producers are earning profits higher than before the start of UNDP programme support (from \$0.50 to \$1.50).</p> <p><i>Source: UNDP Sudan Quarterly Monitoring Reports, October 2011, UNDP Sudan Results Oriented Annual Report -2011</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>UGANDA</p> <p>In Acholi region, through the Peace Building Programme, UNDP enhanced the business and entrepreneurship skills of 4,000 Women and Youth to contribute towards the local economic recovery and supported six micro-finance institutions to support their access to financial services. As a result of the business and entrepreneurship training many rural poor have started their informal business. For instance, to exemplify the impact of the business start-up support, a story of one of the beneficiaries of the project is provided. Olanya is a resident of Ocok Can village in Lakwana Sub County in Gulu District. He started selling local chickens soon after attending the business startup skills training. He buys the chicken from his village, transports them on his bicycle and sells them in Gulu town. In a day, he buys 12 chickens which fetches him a daily profit of 30,000 Ugandan Shillings (approx. 12 US\$) after overhead costs when he sells out all the stock. Olanya started with a capital of 210,000 (approx. 90 US\$) Ugandan Shillings which he used to buy 12 local chickens from his village. Olanya says "I have been trained in business skills, I now have a business". He is so excited about the new business venture. If Olanya can sell out his stock every day, he could make a monthly profit of 900,000 Ugandan Shillings (approx. 385 US\$), enough to allow him support his household food security, send his children to better schools and buy assets to improve his household's resilience.</p> <p>In Karamoja, UNDP programmes are supporting a total of 2620 (70% women) women and youths to form self-help income generating enterprise groups (SHEG). In all these programmes, a combination of ownership of key assets, literacy, saving culture and entrepreneurship within the SHEG is enabling families to recover and build back better by having access to real income, food and social networks – key elements for resilience. In addition to economic benefits, youth and women's groups' campaigns which have led to improved peaceful coexistence in areas like Moroto District. There is therefore no zeal for youths to resume violent and cyclical cattle rustling which had so far reduced Karamoja to a bloody battle ground between and amongst tribal groups.</p> <p><i>Source: Uganda CO 2011 ROAR, BCPR-BDP Mission – May 2011; M & E Table of Results Analysis submitted to BCPR June 2011</i></p>		
<p>MILESTONE 5.1.3 60,000 crisis affected people have access to new and/or rehabilitated socio-economic community infrastructure</p>	<p>Overall: Milestone has been achieved and exceeded. In 2011, UNDP built and rehabilitated socio-economic infrastructure in a number of countries benefitting over 700,000 crises affected men and women. Socio-economic infrastructure rehabilitation has enabled access to water, improved quality of education, increased production of food and cash crops. Road rehabilitation has increased trading between communities e.g. in Karamoja (Uganda) as well access to government services at provincial centres. The milestone is exceeded.</p> <p>Country Specific Results:</p>		Milestone exceeded

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>DEMOCRATIC REPUBLIC OF THE CONGO</p> <p>218 water points were rehabilitated/ constructed, which improved the quality and access to drinking water for an estimated 380,000 people. 220 classes were constructed and 48 administrative offices rehabilitated, benefitting 18.000 students, of which 42% female. Access to health care was improved through the rehabilitation of 16 health centers and three hospitals, benefitting 860,000 people. Over 106 km of roads were constructed with support from UNDP, as well as 8 bridges.</p> <p><i>Source: ROAR 2011</i></p>		
	<p>HAITI</p> <p>265,275 crisis affected people benefitted from rehabilitated feeder roads, canals and drainage rehabilitation and cleaning. 51% of the targeted programme beneficiaries are women. The restored infrastructure improved and enabled overall household chores, business development (including markets for goods and services), particularly for female beneficiaries. Socio-economic infrastructure rehabilitation has been key to the overall recovery of the local economy in Haiti..</p> <p>The recovery phase will take many years but many results have already been observed on the ground over the past 12 months: UNDP with its partners removed 10% of debris, created more than 110,000 jobs and more than 2,000 meters of gabion walls erected. These results have been the fruit of partnerships with key stakeholders from the central and local government, the United Nations, international and local NGOs, the local private sector but especially with the Haitian people.</p> <p><i>Source: ROAR 2011 and Country office specifications in M & E Tables January 2012</i></p>		
	<p>HONDURAS</p> <p>3,747 families, including 43% women headed households (equaling a total of 18,375 beneficiaries) benefitted directly from UNDP supported infrastructure rehabilitation, including the restoration of houses and businesses, grain storages, roads, small bridges, schools repairing, child care facilities, health clinics and shelters. This rehabilitation of roads and small bridges, in particular, facilitated commercialization of local production and enhanced business development and establishment. Project beneficiaries included most vulnerable and poor people, resulting from the use of participatory targeting and project prioritization, focusing on specific needs of groups such as women household heads, peasants and landless rural workers. UNDP has worked with NGOs and the government in identifying these beneficiary groups. After the October floods, UNDP supported the drafting of the recovery plan in the south through which the government gained the resources to build 750 homes and start the construction of three relief channels reducing the risk of new flooding.</p> <p><i>Source: ROAR 2011</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KENYA</p> <p>12,700 beneficiaries gained access to rehabilitated infrastructures, including 700 traders who now have access to rehabilitated markets in 4 counties. Of this total beneficiary group, 12,000 community members now have access water, including 6,477 women (51% of the beneficiaries).</p> <p>These rehabilitated community dams have provided reservoir for water for both domestic and animal use, which have allowed the markets to open up and created access to trade between different communities.</p> <p><i>Source: ROAR 2011</i></p>		
	<p>MYANMAR</p> <p>UNDP supported socio-economic infrastructure projects, including the reconstruction of market stalls and feeder roads benefitted a total of 21,529 crisis affected people benefitted, including 10,765 women, representing 50 % of the total beneficiary group. Renovated shelters have allowed some beneficiary households to establish their own small enterprises.</p> <p><i>Source: Livelihoods project monitoring and evaluation report, UNDP CO, January 2012</i></p>		
	<p>PAKISTAN</p> <p>The UNDP supported Early Recovery programme covered over 3,811 villages, supporting approximately 4.8 million people in 29 prioritized districts for community rehabilitation and resilience interventions, including restoration of livelihoods, community infrastructure and public service delivery. Micro-hydrals power units were restored and solar and biogas plants established for communities in order to have access to alternate energy. The community infrastructure rehabilitation activities benefited the affected population through cash for work schemes.</p> <p>In addition to that, UNDP's Area Development Programme Balochistan has mobilized 71 Community Organizations of which 24 are female. Through these organizations, the project has repaired and restored 59 water storage reservoirs and has rehabilitated 16 kareezs that has resulted in better cultivation in 1,640 acres of farm land. Seed for fodder production in 200 acres of land has also been provided to poor communities.</p> <p>UNDP has also engaged local communities in Punjab to desalinate and rehabilitate their waterlogged land. 5,750 acres of land have been rehabilitated, providing livelihoods recovery support to 496 flood affected households. An economic estimation of these activities show that the support has augmented rice and wheat production in the area by approximately Rs. 72 million—a major boost to the economy. 122 critical flood-damaged public buildings across 19 districts in four provinces were rehabilitated, improving the capacity of government to provide services to affected communities</p> <p><i>Source: 2011 Country office program updates and ROAR 2011</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SRI LANKA</p> <p>Under the UNDP Transition Recovery Programme (TRP) provided, amongst others constructed/rehabilitated 180 units of livelihood infrastructure, constructed/rehabilitated 90 units of social infrastructure, and constructed 175 permanent houses. Particularly in 2011, UNDP added-value to traditional recovery programming by adopting more market-based tools and approaches, in order to support its beneficiary communities to migrate from aid-dependent subsistence livelihoods to commercially viable and sustainable livelihoods. The rehabilitated infrastructure contributed significantly to the country's recovery process, providing people access to crop fields, clean water, roads, clinics and schools –thereby increasing their resilience to disasters</p> <p><i>Source: ROAR 2011</i></p>		
	<p>SOMALIA</p> <p>More than 70,600 men (44%) and women (56%) benefitted from rehabilitated infrastructure. UNDP rehabilitated & constructed social infrastructure e.g. 69 water catchments (297,642 cubic meters), 79 km of roads, 16 canals, & planted 18,000 trees, enhancing community resilience to drought, as well as improving social cohesion as different communities plan and work together on infrastructure rehabilitation. Employment generation initiatives linked to infrastructure rehabilitation included training communities on environment & water resource management, public infrastructure management, hygiene & sanitation, environmental awareness and conflict management. UNDP's infrastructure rehabilitation projects are a key catalyst in propping up local economies in Somalia.</p>		

INDICATOR 5.2:

Strengthened Institutional capacity of economic actors in CPC countries to design and implement employment strategies and programmes.

BASELINE: 01/2010

Crisis and post-crisis countries lack the capacity and data to design and implement long-term employment programs.
All indicative 5 countries have no reliable data collection methods and systematic storage to-date.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 5.2.1 Data collection mechanisms and integrated employment creation frameworks adopted and institutionalised in 5 CPC countries.	<p>Overall: Data collection mechanisms /information management systems for recovery and employment have been developed in Colombia, Kosovo, PAPP, Somalia, Sierra Leone, and Zimbabwe. In 5 of the countries (Kosovo, PAPP, Somalia, Sierra Leone and Zimbabwe), the information systems are being used to generate employment data and are institutionalized in the relevant ministries.</p> <p>Integrated employment creation frameworks have been adopted in more than seven countries linked to the information management systems (e.g. Sierra Leone, Somalia, Sudan, Uganda, and Zimbabwe). In all countries UNDP is supporting government to implement these programmes that are generating jobs e.g. 22,800 temporary jobs in Somalia and 1000 in Zimbabwe.</p> <p>In all these countries data /MIS developed have created new information that is influencing economic recovery programming in particular the need for policies on employment creation e.g. Small and Medium Enterprise Policy in Zimbabwe and Microfinance Policy in Sierra Leone. The milestone is achieved.</p> <p>Country Specific Achievements:</p>		The milestone is achieved.
	<p>ZIMBABWE</p> <p>Ministry of Small and Medium Enterprises has developed a national information management system (NIMS) and data base for small enterprises across the country. This includes types and capacities of enterprises and number of people that are employed (self or wage) in each of the enterprises. Through the information gathered from different provinces, with UNDP support over 2000 small entrepreneurs across the country are registered. The Ministry of SMEs has therefore institutionalized the NIMS which now informs programming for the LICU Cluster (Early Recovery) agencies in the areas of livelihoods and community infrastructure development for enterprise development.</p> <p>(Source: Zimbabwe CO M & E Table of Results Analysis submitted to BCPR September 2011)</p>		
	<p>SOMALIA</p> <p>The CO has developed an MIS for economic recovery programmes which identifies type of target groups, sex disaggregated and gender information, type of programmes and impact; The same system is in use in Puntland and Somaliland in the ministries of economic development. The same system is in use in Colombia in the department of humanitarian assistance. This system is now government owned and has enabled improved programming, in particular targeting of the most vulnerable communities, documentation of impacts, and information on numbers of people employed in Puntland and Somaliland (Source: Information management system for monitoring and evaluation for Somalia, 2011 Report).</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>SIERRA LEONE</p> <p>Support has been provided to the Youth Employment Commission to set up data collection and management system for employment at national and local level. The system is now embedded in the YEC's institutional mandate. The data includes employed and unemployed youth (men and women) information. This information is allowing the government to address youth employment challenges. For example, there is increasing coherence in policy, planning and implementation on employment and youth employment. The main framework for the collection and use of data is the Employment Policy (Ministry of labour and Social Security and the Ministry of Youth Employment and Sports) which is the first of its kind in Sierra Leone. This policy was drafted in 2011 and will soon be presented to Cabinet (Source: National youth employment surveys, UNDP/Ministry of Youth and Employment, 2011).</p>		
	<p>PAPP</p> <p>Working with the Ministry of Economic Planning, UNDP PAPP has created an IMS to track changes in employment in OPT. In October 2011, UNDP/PAPP assisted the ministry to carry out a labor market study that identifies the labor-market priority needs, necessary strategies to address the gap between supply and demand, labor force structures, wages and the potential of the Palestinian economy to absorb the huge labor demand. This labour market information is captured in an IMS in UNDP as a source of information on the numbers of people especially youth that are employed and unemployed. The information management system has informed the review of the Poverty Reduction Programme of UNDP and the Ministry of Economic Planning (Source: Draft UNDP Labor Market Study-2011).</p>		
	<p>NEPAL</p> <p>The District Development Committee (DDC) in the Tarai Region to collect, analyze and disseminate the gender and social inclusion segregated data on person days of employment and, HHs benefitted from the construction of the community infrastructure under LRP support. The DDC now manage the Gender and Social Inclusion (GSI) sensitive Monitoring Information System (MIS) on Microsoft Access based software. They also, for example, disseminate information on communities benefitting from the livelihoods for peace programme that UNDP is supporting. This system is being replicated in other districts, with information being fed to the national government ministries. UNDP support must now focus on national level capacity development for data and information on employment as this will influence policies on employment creation in Nepal (Source: Women's Empowerment and Gender Equality Component Progress Report for 2011, UNDP Nepal).</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>KOSOVO</p> <p>Since 2009, with the support of UNDP, the Department of Labour at the MLSW uses an information system which is called the SIMP – the purpose of which is to register the inflow of job-seeker registrations and track their progress, including cleaning unemployment registry after a certain time-period. To complete the SIMP, in 2011, UNDP and the MLSW have now established the Labour Market Information System – a critical tool that is in line with the Employment Strategy of Kosovo and the Ministry of Labour and Social Welfare (MLSW) Sectoral Strategy Action Plan. The development and upgrading of the systems are part of the Active Labour Market Programme for Kosovo. This system is already institutionalized in the ministry. It will assist in improving skills development of youth and other high-at-risk groups and therefore increasing their employability, as well as in building capacity of Ministry of Labour process and assist jobseekers, including policy and technical support to develop critical policy tools such as the labour market information system (Source: UNDP CO M & E Reports for 2011).</p>		

INDICATOR 5.3:

Ex-combatants/ associated disarmed, demobilized, and/or reintegrated in civil life who are generating income at self-sufficiency level (basic needs for themselves and their family members).

BASELINE: 01/2010

Livelihood opportunities created for ex- combatants and female combatants and associated members through BCPR work in the 15 countries where it supports DDR opportunities.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
<p>MILESTONE 5.3.1</p> <p>Sustainable livelihood and viable job opportunities created for additional 25,000 male ex- combatants and additional 8,000 female combatants globally through BCPR work in the 15 countries where it supports DDR.</p>	<p>Overall: Throughout 2011, sustainable livelihood and viable job opportunities were created for 26,147 male and at least 10,029 female ex-combatants and associated members globally through UNDP/BCPR work in the nine countries listed below. This provides in total 36,176 ex-combatants and associated members who represent some 16 percent of high risk group of former combatants which is estimated to number 224,276 male and 72,015 female ex-combatants and associated members in these countries. The Milestone for 2011 was completed.</p> <p>Following are country specific achievements.</p>		Milestone achieved

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>AFGHANISTAN</p> <p>Out of a total of 1,856 reintegration candidates, 1,439 individuals received transitional assistance in cash and support to start –off business. No sexual disaggregated data is available although it is clear that the number of female combatants is close to 12%. BCPR's support included assisting the UNDP CO in a comprehensive change management process to realign the office structure to support the government's efforts for a second DDR since 2004. BCPR support to the government endorsed Afghanistan Peace and Reintegration Programme includes articulating a UNDP strategy to assist the political reintegration of Anti Government Elements (AGEs) slated for DDR. As the custodian of the gender responsive component of the 2004–2006 DDR, BCPR is also providing clear technical advice to the CO on integrating gender concerns for the DDR dominated by male candidates. A challenge remains national political will and a dearth of policy guidance addressing the political reintegration of AGEs, representing an emerging caseload for global DDR efforts beyond Afghanistan.</p>		
	<p>BURUNDI</p> <p>In total, 11,696 ex-combatants (9,357 male and 2,339 female) and 6,520 associated members (3,649 female and 2,871 male) received socio-economic reintegration and employment support. Support provided included amongst others short term employment projects (HIMO), support to self-managed economic activities as well as longer term vocational training and community employment projects. The reintegration included construction of 4 community schools for host communities and targeted individual income generation initiatives of these ex-combatants that are an essential first step to restore community security and social cohesion and to begin economic revival in post-conflict Burundi. The employment support provided to ex-combatants in Burundi is part of the pilot role out of UN Employment Policy. (Milestone exceeded). Burundi represents a demonstrable example of successful DDR reintegration; in 2012 consideration will be given to an exit strategy for DDR-Reintegration with a focus on larger recovery, development and reintegration of youth, returnees and IDPs.</p>		
	<p>DEMOCRATIC REPUBLIC OF THE CONGO</p> <p>The aggregated figure of those reintegrated was 634 ex-combatants (537 male and 97 female) out of a caseload of 6,000. The support provided included vocational training leading to technical diplomas or to job opportunities. This approach has facilitated reintegration and contributed to local economic revitalization in the receiving communities and strengthened the sustainability of reintegration results. Demobilization has been put on hold by the government. DRC represents a clear example where there is room for marked improvement, particularly in the area of reintegration. In addressing this for 2012, BCPR will dedicate increased time and resources to support the CO. This includes exploring a shift towards a robust community based approach to reintegration. Work has already commenced with models currently being piloted in DRC being analyzed by the BCPR..</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>INDONESIA (ACEH)</p> <p>In whole, 2,367 individuals associated with armed groups (1,190 men and 1,177 women) benefited from the support provided by the project through different kinds of reintegration activities including counseling, business training and job placement. Through the pilot project in South Aceh, local government and communities benefitted from income generation opportunities through the bio-trade of nutmeg fruits, provision of legal services, and social protection for women survivors of gender-based violence. Economic support to 450 vulnerable persons targeted female ex-combatants, women associated with armed forces and groups and conflict victims through involvement in the supply chain of selected bio-trade products/services.</p>		
	<p>KOSOVO</p> <p>1,467 (1424 male and 43 female) individuals targeted by the programme throughout 2011 have all received reintegration support, i.e. business grants, obtained employment or advanced professional training or other further education. Nearly 100% of the registered caseload, including all women, completed one of the two economic reintegration assistance schemes made available to them. The programme closed in 2011. Due to the success of the reintegration component, Kosovo will be documented as a successful case study for replication in similar contexts. End of programme evaluations indicate that 95% have now equivalent or greater income than while in the KPC. There are currently no indications of social unrest organized by former KPC members who did not join the new security force and it is therefore unlikely that this group will disrupt the security and stability of Kosovo. The Resettlement Programme has thus met its targets and achieved its primary goal.</p>		
	<p>NEPAL</p> <p>Of the total 4008 members discharged from the Maoist army, a total of 1,526 male and 858 female individuals have received vocational training, further education and support for starting microenterprises, in the preparatory phase of the planned full-scale DDR programme. The combination of economic, social and psychosocial support also contributed to the sustainability of the results achieved. In 2011, 60% of graduates of the programme are in employment or have established their businesses. The programme assisted Verified Minors and Late-Recruits (VMLRs) to avail of employment opportunities or to start their own businesses through consistent counseling, business mentoring, local labor market opportunity mapping, liaison with the private sector and business community and mentoring of regional office staff to address these issues.</p>		
	<p>NIGERIA</p> <p>Of a total caseload of 20,000 ex-combatants, 4,166 have been placed into various reintegration programs. The assistance consist of monetized support of placement into formal education, vocational training in diverse skill and trades areas, agriculture and maritime activities, income generation and SMEs. The percentage of female participation is estimated at 9%-10%.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>CENTRAL AFRICAN REPUBLIC</p> <p>Out of a total target group of 29,000 ex-combatants, economic reintegration support has been provided to 342 male and 240 female ex-combatants/associated members. The community-based reintegration approach identified market opportunities and used a revolving micro-credit scheme and solid monitoring and counseling services.</p>		
	<p>SOUTH SUDAN</p> <p>Specific reintegration support was provided to 1,281 (estimated at 15% of total target group) DDR male and female participants with disabilities through strategic partnerships with relevant line ministries. Of all those reintegrated, women candidates were pegged at 400. Following the July 9, 2011 referendum the DDR under the Comprehensive Peace Agreement (CPA) ended with a new programmer being designed. BCPR has, and continues to provide support in the national policy and strategy for DDR, as well as the programme document. The latter requires endorsement by the National DDR council that has not been constituted at the time of this report. Support continues for the residual CPA DDR caseload.</p>		
	<p>SUDAN</p> <p>In Sudan 3,640 ex-combatants and those associated with armed groups received skills training, start-up kits and support to set-up micro-enterprises. In the North, this support targeted 1482 ex-combatants and associated with armed forces and groups (of which 1,043 female ex-combatants and WAAFG), received training support and start-up kits. Basically, no disaggregated data was provided because of cultural and religious factors. However, women account for 40% (1,456) of the total number of beneficiaries. BCPR led a DDR review in June 2011. Review outcomes indicate the coupling of DDR and Community Security and Armed Control (CSAC) programmes resulted in effective social reintegration. The delivery of hard (assets, infrastructure) and soft components (training, formation of Peace Development Committees) for ex-combatants, community members, including aided social reintegration. The inclusion of women as direct beneficiaries was an achievement, though unmet needs of women can be better prioritized at the community level. A challenge remains affecting economic reintegration in an environment where humanitarian concerns override recovery and development.</p> <p><i>Source of information: Some of the information was compiled from UNDP country office (CO) project reports (all ten countries); DDR newsletter (for Sudan) and verification through other sources (media reports from Nepal) and stakeholder consultation fora as part of ongoing monitoring of activities. The figures were then processed and entered through a standardized format suited for BCPR reporting)</i></p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>LRG Operational definition of reintegration</p> <p>Reintegration is the process by which ex-combatant and associated members acquire civilian status and feel secure six months following fulfillment of any five (4) conditions below:</p> <ol style="list-style-type: none"> 1. Identification and acceptance into the community or association 2. Recognition as community member with responsibility (family, economic, cultural etc.) 3. Engagement as a peace educator/facilitator 4. Job counseling and or placement into formal employment 5. Establishment of business or micro-enterprise 6. Being linked to businesses and/business information or health and psychosocial support 7. Graduation through vocational/skills training 8. Access and control of land/farmland and or livestock 9. Generating gainful income for more than six months 		

INDICATOR 5.4:

National mine action programmes are undertaking in accordance with international standards and best practices.

BASELINE: 01/2010

40 countries have mine action plans that are not always adequately reflect best practice and international standards related to QA/QC, effective prioritization and operational standards.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
<p>MILESTONE 5.4.1</p> <p>20 countries have comprehensive and effective national mine action plans and standards that reflect best practice.</p>	<p>Overall Achievements: 17 target countries have met the milestone by the end of 2011, while the rest continued to show progress but fell short of fully meeting the milestone, due to lack of financial resources, slow or delayed legislative procedures, or lack of adequate capacity in the country programme. Conflicts in Egypt, Libya and Yemen delayed full implementation of programmes in those countries, although there was some progress in Egypt.</p> <p>9 Countries (Cambodia, Colombia, Ethiopia, Iraq, Lao PDR, Mozambique, Sri Lanka, Sudan and Tajikistan) met the milestone in 2010, while 8 Countries (Bosnia and Herzegovina, Burundi, Chad, Guinea-Bissau, Jordan, Lebanon, Thailand, Uganda) met the milestone in 2011. Standards have been designed and mine action plans reflect best practices. In a changing environment, the monitoring and revision of these tools is a continuous process that may require UNDP engagement, either in the form of direct technical assistance or support to monitor and review. It is therefore important to note that long-term UNDP support is required to meet and maintain this milestone, as this is not a one-year event.</p> <p>Following are country specific achievements.</p>		<p>Milestone partially achieved</p>

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>BOSNIA AND HERZEGOVINA</p> <p>In 2011 the Bosnia and Herzegovina Mine Action Authority and Centre, with UNDP support reviewed the national plans and strategies as well as national standards for their effective implementation. In 2011, UNDP supported BiH through lessons learnt and support to participation in international mine action conferences. This has led to mine action standards being effectively used, SOPs are developed, compliance closely monitored. Therefore the milestones have been met. (Source: National plan, strategy, standards and SOPs, draft MA law, Landmine Monitor 2011 BiH profile).</p>		
	<p>BURUNDI</p> <p>In 2011, through lessons learning and knowledge sharing with other countries, Burundi started applying the national MA standards and plans in demining by the national authorities. Burundi declared that it became mine-free in 2011 end of 2011. UNDP was a major player in ensuring compliance.</p>		
	<p>CHAD</p> <p>The development of the Chad National Mine Action Standards was initiated in 2010 and the final draft was produced in 2011. This was a lengthy process, facilitated by UNDP and with technical assistance from Handicap International. Although awaiting formal government approval, the standards are being applied, in particular through the UNDP supported technical survey and clearance projects being implemented by MAG. In addition, the technical survey is generating the baseline information crucial to effective poverty alleviation-focused mine action planning and monitoring. The milestone has been met, as far as development and the application of standards is concerned. UNDP continues to support the National Authority for the endorsement of the Standards and the Mine Action Centre for the monitoring of their implementation and to ensure mine action activities are planned and monitored with a focus on development.</p>		
	<p>GUINEA BISSAU:</p> <p>A National MA Plan and National MA Standards (NMAS), developed with the technical advisory support and facilitation of UNDP, in cooperation with GICHD, were formally submitted to the Government of Guinea Bissau for approval at the end of 2010. Even in draft form, the NMAS are implemented. The UNDP technical survey and clearance projects implemented by NGO partners allowed in 2010 and 2011 to monitor the application and assess their relevance and accuracy. The milestone has been met, as the standards are being implemented. Guinea-Bissau declared itself to be mine-free in 2011. No further UNDP involvement is foreseen on this milestone in 2012. (Source: National Plan, Draft National Standards, 2011.)</p>		
	<p>JORDAN</p> <p>UNDP has provided long-term support to the Jordanian National Committee for Demining and Rehabilitation. In 2011, \$190,000 was approved for mine action programming in Jordan (funds from Australia). This support has assisted Jordan to develop its national demining plan and its National Technical Standards and Guidelines. Milestone has been met.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>LEBANON</p> <p>In 2011, UNDP conducted a comprehensive programme and capacity assessment and provided assistance with the development of a 10-year strategy that encompasses CCM obligations as well as a focus on measuring impact on development and peace and reconciliation. The MA standards were updated and are being applied. The milestone has been met. (Source: End State Strategy, National Policy, national standards, 2011-2020 Lebanon Mine Action Strategy; A review of the Lebanon National Mine Action Programme and UNDP support to mine action in Lebanon Report, September 2011; Landmine Monitor 2011 Lebanon profile)</p>		
	<p>THAILAND</p> <p>UNDP supported the Thailand Mine Action Center (TMAC) on the Capacity Building to Support Thailand Mine Action Center Project until the first quarter of 2011. During this period, together with Norwegian People's Aid (NPA), UNDP assisted the Thailand Mine Action Committee (TMAC) in drafting the National Mine Action Standards based on IMAS. These have been submitted to NMAC for approval and translation into Thai. However, UNDP will continue to work with the Thais to strengthen the application of the standards. The milestone has been partially met and will be completed when approved by the Government.</p>		
	<p>UGANDA</p> <p>Based on the International Mine Action Standards, the Uganda National Mine Action Standards were developed in 2008, endorsed by the National Mine Action Steering Committee in January 2009. Until end June 2011, UNDP provided financial and logistical support to the National Mine Action Programme, including financial and logistical support to demining/clearance and EOD teams based in the mine affected areas, quality assurance services (monitoring of compliance to the standards) were provided by partner organisation DDG. The milestone has been met. Apart from an evaluation to review the entire mine action programme in Uganda, no further UNDP involvement is foreseen on this milestone in 2012.</p>		
	<p>BRIEF</p> <p>General progress towards milestone: 17 countries (target: 20) had met the milestone by 31 December 2011. The rest continued to show progress but fell short of fully meeting the milestone due to lack of financial resources, slow or delayed legislative procedures, or lack of adequate capacity in the country programme. In order to meet the target (25 countries) by the end of 2012, an additional 8 countries will need to undertake mine action in accordance with best practice and standards. During 2011, conflicts in Egypt, Libya and Yemen prevented much progress being made in these countries.</p>		

INDICATOR 5.5:

Mine-affected State Parties to relevant conventions are in compliance with obligations under Article 5 of the Anti-Personnel Mine Ban Convention (APMBC) and/or Article 4 of the Convention on Cluster Munitions (CCM), i.e. have cleared all mines and or cluster munitions in affected areas.

BASELINE: 01/2010

Out of 63 countries reported to be affected by either landmines and/or cluster munitions, thirteen have declared to be in compliance with Article 5 of the APMBC and/or Article 4 of the CCM.

UNDP currently supports 29 national programmes. Out of these, three have declared to be in compliance with Article 5 of the APMBC and/or Article 4 of the CCM.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 5.5.1 Two additional countries are compliant with their mine-clearance obligations.	<p>Including the new additions of Burundi and Guinea-Bissau, 20 states have now reported completion of their obligation under Article 5 of the APMBC, to clear antipersonnel mines in known mined areas. An additional 70 states and 7 disputed areas are confirmed or suspected to be mine-affected. (Source Landmine Monitor 2011)</p> <p>Overall: In 2011, the milestone was met when Burundi and Guinea-Bissau successfully complied with their treaty obligations. All these affected State Parties to relevant conventions are in compliance with their obligations under Article 4 and 5 of the Anti-Personnel Mine Ban Convention (APMBC) and/or Article 3 and 4 of the Convention on Cluster Munitions (CCM), i.e. have ensured stockpile destruction, cleared all mines and/or cluster sub-munitions.</p> <p>Country Specific Achievements in 2011</p>		Milestone achieved
	<p>The target of two more additional countries States Parties to the APMBC and/or the CCM, which receive UNDP support, are compliant with treaty obligations, was met.</p> <p>BURUNDI officially declared that it had met its Article 5 obligations of the APMBC at the 11th Meeting of the States Parties in Cambodia, in November 2011. This achievement came 3 years ahead of Burundi's 2014 deadline. Over the course of three years UNDP has constantly supported Burundi Government to participate in international mine action conferences and other capacity development on mine action. This has resulted in this major achievement by Burundi in 2011. (Met)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>GUINEA-BISSAU: officially declared that it had met its obligations under Article 5 of the APMBC on 31 December 2011. UNDP provided long-term support to the Guinea-Bissau national mine action authority. UNDP, in collaboration with UNICEF, has assisted the establishment of the mine action centre in 2001, and maintained, despite funding difficulties, its technical, logistical and financial assistant to the centre until 2011. UNDP also maintained until 2011 outreach and advocacy to donors and resource mobilisation for the implementation of mine action activities throughout the country.</p> <p>(Met)</p>		
	<p>BRIEF</p> <p>General progress towards milestone: The milestone has been achieved. The Bureau is on track to successfully achieve the target of 6 countries in total by 2012. To date, 4 additional State Parties to relevant conventions are in compliance with their obligations under Article 4 and 5 of the Anti-Personnel Mine Ban Convention (APMBC) and/or Article 3 and 4 of the Convention on Cluster Munitions (CCM), i.e. have ensured stockpile destruction, cleared all mines and/or cluster sub-munitions. Three additional countries predict that they will meet their treaty obligations in 2012.</p>		

INDICATOR 5.6:

Increased percentage of states pursuing demining with a poverty reduction / productive livelihoods lens.

BASELINE: 01/2010

Only 5% of Mine Action recipient states pursue demining with a poverty reduction lens

Note: UNDP supports 40 countries with mine action programmes.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 5.6.1 25% of Mine Action States pursue demining with a poverty reduction lens.	<p>Note: The criteria /approach applied in determining if a country is demining with a poverty reduction lens includes at least one of the following:</p> <ul style="list-style-type: none"> • Demining and clearance work is integrated into the poverty reduction frameworks/plans or national development plans and strategies; • Demining and clearance work is done in areas/communities prioritized for poverty reduction or development initiatives; • Information on socio-economic recovery and poverty reduction initiatives are taken into account in relevant prioritization and planning approaches undertaken by national mine action programmes for demining and clearance work. • Land cleared of landmines and explosive remnants of war (ERW) is released for productive use by communities for activities such as agriculture, housing, education & health, or small and medium enterprises/industrial development, etc.; 		
	<p>Overall Achievements: 15% (6 focus countries: Bosnia and Herzegovina, Ethiopia, Lao PDR, Lebanon, Mozambique, Sri Lanka) met the 2010 milestone. In addition to the 6 focus countries that met the target in 2010 (i.e. Bosnia Herzegovina, Ethiopia, Lao PDR, Lebanon, Mozambique and Sri Lanka) in 2011 five additional target countries (Cambodia, Tajikistan, Guinea Bissau, Angola, Colombia) met the milestone bringing the total to 28% of the countries pursuing demining with a poverty reduction lens. However a systematic implementation process for demining and land allocation for agriculture, housing settlements, etc. needs improvement in countries like Chad and Guinea Bissau. The milestone has been achieved.</p> <p>Below are country specific achievement for 2011.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>COLOMBIA</p> <p>A comprehensive national mine action strategy was approved in 2010, and reviewed in 2011 by the government of Colombia. As a result of the continuous support of UNDP and other UN agencies, demining is focused on the release of land for recovery and development of the country. Colombia has also benefitted from UNDP funding in 2011, as well as participation in mine ban international conferences. Because of lessons learnt elsewhere, there is close collaboration between the national mine action centre and the government's provincial planning departments. This has resulted in more land being released for agriculture, roads and construction of e.g. flood affected communities as well as IDPs. UNDP continues to support and strengthen the capacities of the Presidential Programme for Integral Action Against Anti-Personnel Mines (PAICMA) through continued support to the UNDP/UNICEF project 'Consolidation of Institutional Capacities in Integral Action Against Anti-Personnel Mines in the Departments of Antioquia, Cesar, Chocó, Cauca, Meta and Nariño'.</p> <p>(Met)</p>		
	<p>CAMBODIA</p> <p>In 2011, UNDP supported the Cambodian Mine Action Authority to review planning and prioritisation procedures to ensure greater coordination of mine clearance and a greater focus on the socio-economic impact of mine clearance. Mine action is a central element of the National Strategic Development Plan, as farming is one of the Government's top priorities. Land released from the threat of mines and other explosive hazards can be put back into productive use and generate food and income for the affected communities. In 2011, and with support from UNDP, Cambodia also strengthened implementation of a 9th Millennium Development Goal of Mine Action and Victim Assistance.</p> <p>(Met)</p>		
	<p>LEBANON</p> <p>In 2011 UNDP provided assistance to the LMAC with the development of Lebanon Mine Action Strategy during 2011 (the strategy covers the period 2011-2020 inclusive) that integrates mine action role on socioeconomic development. The new strategy also encompasses Lebanon's obligations towards the Convention on Cluster Munitions, and measurement and monitoring the developmental impact of mine action. It also highlights efforts to be made to ensure inter-ministerial collaboration in the implementation and monitoring of the strategy and its impact on socio-economic development of the country. This will enable mine action to be better targeted in those areas where the socio-economic benefit is greatest. One of the above criterion on: Information on socio-economic recovery and poverty reduction initiatives are taken into account in relevant prioritization and planning approaches undertaken by national mine action programmes for demining and clearance work, is therefore addressed.</p> <p>(Met)</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>TAJIKISTAN</p> <p>The Tajikistan Mine Action Centre, with the financial and technical assistance of UNDP developed the Tajikistan National Mine Action Strategy for 2010 – 2015 - “Protecting Life & Promoting Development”. In April 2011, the Government endorsed this strategy. The strategy is one of being free of the threat of landmines and ERW. The national mine action programme is embedded in the Poverty Reduction strategy, National Development Strategy and other socio-economic development strategies of the Government.</p> <p>(Met)</p>		
	<p>GUINEA BISSAU</p> <p>Guinea Bissau National Mine Action Standards (MASGB) were produced with the support of the GICHD Support Unit and active participation of all NGOs. Both IMAS and Best Practices were used as basis for the MASGB conception.</p> <p>A ‘Completion Plan’ for 2009-11 was focused on the conclusion of clearance of all known mine-fields and submitted to the National Mine Committee for approval in 2011. The plan is part of the UNDAF, as well as the national development plan/strategies for Guinea Bissau that was developed in 2011. As a result of training of government officials and support by UNDP to participate in international mine ban conferences, such as Cambodia and Lebanon, clearance of mines in RGB is done in accordance with development plans for agriculture, road construction and other infrastructure rehabilitation. Continued implementation of such a planning process will contribute to poverty reduction.</p> <p>(Met)</p>		
	<p>ANGOLA</p> <p>Angola has a National Mine Action Strategic Plan (2006-11) of which 70% of the goals have been met. In 2011, this plan was included in the national development strategy, the UNDAF and UNDP CPD. On the provincial level, development plans have mainstreamed mine action as a key area of support, in order to address recovery and sustainable development in Angola.</p> <p>In 2011, the Strategic plan was further reviewed and elaborated, based on a new national survey conducted by CNIDAH. Eighteen separate provinces undertook detailed planning and coordination with mine action operators and mine action partners to design and implement annual plans within each province. Priority was given to areas where agriculture, housing settlements, mineral mining and road construction are planned. Based on the implementation of the Mine Action Strategy, it is clear that Angola pursues mine action with a poverty reduction lens.</p> <p>(Met)</p>		

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

Coherent UN response and effective IFI collaboration in CPR settings with active BCPR contribution

INDICATOR 7.1:

UNCTs in CPC (conflict and post-conflict) and conflict-prone countries delivering effectively on their mandate through being provided a minimum package of support.

BASELINE: 01/2010

A Capacity Gap initiative to support the capacity of RCOs, improved UN coherence in CPC contexts was endorsed by UNDG and the UN Policy Committee. A Deployment Steering Committee was established to this end and initial funding mobilized.

The Policy Committee asked UNDP and DPA to support RCs in ten conflict-prone situations in an integrated manner and for UN Units to improve predictability and the UN response capacity to support CPC recovery frameworks.

The IASC has given UNDP the responsibility of leading ER within the framework of the humanitarian reform and the cluster approach.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.1.1 UNRCs provided with a minimum package of capacity support in 4 additional RCOs.	Through the RC Capacity Gap, 19 full year or most of the year positions in 8 countries plus 3 partial year or surge support in 3 additional countries (including additional support from BCPR) were supported in 2011. Although the expansion of number of countries met the target, due to financial constraints not all countries received a full "package" of support with several posts per country.	The milestone was not be reached as originally intended due to financial constraints and lack of donor funding for DOCO	Partially achieved
MILESTONE 7.1.2 Baseline determined in those 4 additional RCOs.	Baseline determined in two new countries (Sri Lanka and Libya) The other two countries receiving surge support (Egypt and Tunisia) haven't determined baselines (as support was provided late in the year as was the case with Egypt due to the need they had following the Arab Spring or was small as in the case of Tunisia) and not planned to continue.		Partially achieved
MILESTONE 7.1.3 UNCTs displaying measurable performance improvements in 7 priority RCOs	Reports from the seven countries, where implementation started 2010 show positive progress. In particular, we have solid reports from all 7 countries (and the new ones) highlighting the following results with good progress in all countries: <ul style="list-style-type: none"> • more focused strategic planning, including better prioritization and alignment with national priorities (as evidenced, for instance, by the UN Transition Framework in the DRC; the Joint Strategic Work Plan and the Peacebuilding Priority Plan in Guinea Bissau; the ISF priority plan in Cote d'Ivoire; and the UNDAF Plus and its Action Plan in CAR); • enhanced strategic dialogue and coordination with national and provincial authorities (particularly in the DRC); more effective resource mobilization aimed at funding recovery and peacebuilding initiatives (e.g. Guinea Bissau and CAR); • improved donor coordination and reporting; • development of joint UN programmes with the purpose of reducing transaction costs and building on complementary activities for better results (e.g. in Cote d'Ivoire); • more coordinated programme formulation and approval under joint planning frameworks; • improved monitoring of programmes; and • development of information management systems (e.g. Nepal). 		Achieved

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.1.4 UN interagency work plan on integrated conflict prevention analysis and response implemented in 10 countries; programmes staffed, operational and displaying measurable performance.			Milestone achieved
MILESTONE 7.1.5 Early Recovery Strategic Frameworks assessed.	None of the ER Frameworks had been assessed yet. The funding for the development of an inter-agency toolkit for the monitoring and evaluation of the impact of early recovery on communities at the country level has been delayed in the absence of resources. It is expected to be funded and developed in 2012.		Delayed
MILESTONE 7.1.6 Integrated CWGER programmatic activities initiated in two countries.	In Sri Lanka, district level clusters have developed common standards for livelihood assistance which ensure that all agencies providing immediate livelihood start-up kits, provide the same kind of packages to avoid the inequality created in the post-tsunami relief when packages differed very much between agencies (e.g. one family might receive 1 goat and 6 chickens while another might receive five times that)	The CWGER is an global inter-agency coordination and normative body. It provides strategic and coordination support to country teams and HC/RCs. It does not initiate programmatic activities as such, this is done by the actors in country.	Partially achieved

INDICATOR 7.2:

Provisional CPR management/assistance improved in targeted CPC countries through collaboration with the World Bank and implementation of the overall partnership framework.

BASELINE: 01/2010

World Bank-UN collaboration remains uneven in the field although 5 pilots agreed.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.2.1 UN-World Bank collaboration has being implemented across the five pilot countries.	Cooperation has been launched in four countries with support from the Swiss Trust Fund, and activities are beginning to have an impact in terms of joint planning, knowledge products and capacity development activities with greater impact that could be achieved by agencies individually. In DRC, a peacebuilding plan for the West is being developed with support from the trust fund. In Liberia, a joint Public Expenditure Review of the security sector will facilitate long-term SSR and transition out of peacekeeping. In Guinea Bissau, a joint capacity assessment is under way. There are on-going efforts to identify more countries to receive support and to expand the activities in the four pilots. The two secondees play an active role in this. However, outreach to country teams on both sides have proven difficult and there has been a lack of interest in the field.		Partially Achieved

INDICATOR 7.3:

UNDP and DPA, DPKO and other relevant UN actors deliver on the ground in an integrated interagency manner in the areas of crisis prevention, mitigation and recovery

BASELINE: 01/2010

Inter-agency mechanisms and agreements established and operational with DPA and DPKO (Framework Team on Preventive Action, plus Interagency Working Group on DDR (IAWG), Rule of Law (RoLCRG), SSR, mine action (IACG-MA); Small arms- CASA; Armed violence –AVPP).

BCPR with in close cooperation with DPKO, provided technical support to the Southern Sudan DDR Commission (SSDDRC) in preparing a joint concept note on the DDR Strategy that will inform the design of the new DDR program for Southern Sudan that would involve demobilization and reintegration of over 100,000 SPLA soldiers and other armed groups in Southern Sudan. However, the uncertainty on the demobilization schedule has an implication on the reintegration activities and results for 2011. The Government of Southern Sudan has decided to only complete demobilization in Western Bhar El Ghazal State. All other demobilization operations are suspended pending the completion of the Southern Sudan DDR Strategy and the design of the new DDR program.

UNDP led IAWG TAM mission to Nepal with UNWomen, ILO, UNFPA and UNICEF. The outcome of the mission was the identification of the inter-operability between the various partners and common opportunities with the host Government Nepal.

In Ivory Coast a joint BCPR technical assessment mission took place in May 2011. The mission resulted in identification of opportunities for integrated DDR programming.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.3.1: Integrated Mission Planning Process (IMPP) guidelines implemented	<p>Agreement on deepening integration was submitted by the Integration Steering Group and endorsed by the Secretary-General on 4 May 2011. This was an important achievement to keep integration firmly on the agenda in all mission settings.</p> <p>The IMTFs do serve as the principal HQ mechanism for UN inter-agency coordination of strategic guidance, planning support, information exchange and monitoring for mission settings as envisaged in the IMPP guidelines, and have performed these functions adequately in 2011. While the frequency of meetings varies between the IMTFs, it has generally increased during 2011 (in the case of DPA led IMTFs by more than 100%). Some variation is natural and for established mission such as in Lebanon and Sierra Leone, the IMTF met less frequent than for start-up missions such as Libya and South Sudan. The importance of the topics discussed also varies with start-up missions and mission under review such as Afghanistan, consulting on most critical issues such as country needs and the UN response.</p>		Achieved

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>Mission planning including joint technical assessment mission, was done jointly. UNDP/BCPR has increased its participation in these processes in 2011 and was not only a formal member of the TAMs but also deployed technical and planning staff in parallel to support country offices and often also country teams. South Sudan is the most predominant example of this. As a result, the TAMs have in general contributed to promote integration and coherence especially in planning. More formal participation of agencies, funds and programmes in TAMS would, however, be desirable.</p> <p>All mission settings have some kind of integrated field coordination structure which meets the needs on the ground. While the capacity of the mission planning offices and RC offices has been steadily increasing since the Secretary-General's decision on integration in 2008, the demand for support by strategic planners in RCs offices has increased even more. All mission settings have completed an ISF except Iraq and the process of reviewing them has begun with Kosovo already having completed their review. The full impact of ISFs on coherence can therefore not be assessed at this time but a previous review of the process of developing the ISFs showed that the process itself had a positive impact on coherence. A general planning fatigue has been felt, and it will be a challenge to complete all the reviews of the ISFs on time.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
<p>MILESTONE: 7.3.2 Practitioner-oriented knowledge products developed in inter-agency settings and delivered in key countries to national counterparts and UNCT staff on DDR/IDDRS (3), ER (2), AVR (1), Mine Action (5).</p> <p><i>Note</i> For Mine Action:</p> <ol style="list-style-type: none"> 1. Updated Survey on Strategy Implementation 2. (new) Inter-Agency MA Strategy 2011-2015; 3. Technical Note on Transition and 'Completion'; 4. International Standards on Information Management. 5. Small arms control standards 	<p>How to Guide on Gender and DDR was aligned with DDR and Gender Training, and has been finalized for peer review. The How to Guide, includes comprehensive good practice program examples from the various DDR programs and was developed in cooperation with UNWOMEN.</p> <p>Joint UNDP-UNEP Report on linkages between reintegration and natural resources, including case studies has been finalized for peer review. A pilot workshop will be conducted and led by BCPR in the last week of February. This is a joint effort with the Inter Agency Working Group of DDR, the Livelihoods and Recovery Groups, as well as the Geneva Liaison office.</p> <p>Agreement has been reached between UNDP, UNWomen and other IAWG partners to start the revision of the IDDRS Module 5.10 on DDR and Women. Work on the revision of the module is envisaged to start in 2012.</p> <p>AVR: Publication of "Promising Practices in Armed Violence Prevention and Reduction", jointly by UNDP and the Secretariat of the Geneva Declaration. This publication has been widely circulated amongst AVR stakeholders; it was launched and disseminated during the Geneva Conference on Armed Violence Reduction in October 2011, where the majority of national counterparts participated. In addition, in order to ensure wide dissemination amongst UNCT but also all relevant stakeholders and non-governmental organizations, Small Arms Survey has disseminated this publication through its network.</p> <p>Mine Action:</p> <ol style="list-style-type: none"> 1. Survey on Strategy Implementation in inter-agency regi finalised including the final input from all contributing agencies, i.e. UNDP, UNICEF, UNMAS (DPKO), UNOPS, UNODA, UN OCHA, UNHCR. - Fully achieved 2. Inter-agency MA Strategy: put on hold in accordance with Inter-agency decision waiting the finalisation of the Survey on Strategy Implementation and the Joint Inspection Unit Evaluation on UN support to Mine action as per UNGA resolution 2010 to inform the new Strategy on Mine Action. Broad consultations with partners finalised and structure for Strategy in place. - Partially achieved. 3. Technical Note on Transition and Completion: Country case studies in final draft form for Albania, Sudan, Lebanon, Mozambique, Cambodia, Ethiopia and Nepal. Peer review among agencies for feedback on case studies on-going. Analysis expected finalised in February which will form the basis for technical guidance note. - Partially achieved. 4. International Standards on Information Management. Final draft circulated to the Review Board in which UNDP sits together with other UN agencies, NGOs and national directors for last commenting round before approval is expected by IMAS Steering Committee at end of 2011. - 5) Small Arms Control Standards: 15 out of 22 modules in final review. Seven under-going editing in advance of final review. Expected publication date at the Review Conf of the UN PoA August 2012. Fully on track for achievement by August 2012. 		Partially achieved

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.3.3 Three joint programmes operational in peacekeeping areas on rule of law and security, maximizing the use of resources and establishing joint accountability mechanisms	Overall progress on the milestone: With six joint programmes developed or under implementation in peacekeeping areas, the milestone has been achieved.	Experience from joint programming indicates that partners have in most cases been able to overcome challenges related to joint development of programmes. However, once developed, real incentives for joint implementation are often lacking which makes that challenges related to the joint implementation seem more difficult to overcome	Milestone achieved
	HAITI In Haiti, joint efforts with regard to rule of law assistance are undertaken based on the UNDP-MINUSTAH joint strategy on strengthening Rule of Law (2010-2012). The joint strategy aims at improved service delivery by justice institutions and the police in 5 pilot regions and strengthened institutional capacities of justice and security institutions at the central level. See report on Haiti regarding milestone 4.2.1	Issues: While some capacity building initiatives are implemented jointly by UNDP and MINUSTAH, the joint strategy has not translated into full collaboration by MINUSTAH and UNDP on RoL issues. For 2012, it is planned to further increase collaboration with MINUSTAH and in particular to capture the lessons learned of the work done by UNDP in the pilot regions with a view of replication of these efforts in other regions by MINUSTAH.	
	LIBERIA In partnership with the Government of Liberia, DPKO, PBSO and the UNCT, UNDP developed a draft Justice and Security Joint Programme (JSJP), which draws from the priority areas detailed in the Liberia Peacebuilding Programme. Approximately \$15 million has been allocated by PBF for the JSJP. BCPR also supported the deployment of a temporary international justice and security programme manager to help finalize and oversee the JSJP. The programme was finalized in December 2011, and has already commenced first quarter implementation.		
	DEMOCRATIC REPUBLIC OF THE CONGO The joint justice programme has not yet been cleared by the Ministry of Justice (MoJ). UNDP, MONUSCO and UNODC are following this closely. Negotiations with the MoJ were not possible during the electoral period. It was decided to work on a revised version of the project and re-initiate discussions with the MoJ once a new Government is in place in 2012.		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>CHAD</p> <p>The implementation of the joint UNDP-UNHCR programme to support the Détachement Intégré de Sécurité is ongoing. The DIS was originally established to provide security in the area of refugee and IDP camps as well as to provide security to movements of humanitarian actors. Several factors, such as an increase of the demand following the crisis in Libya and the increased mobilization of the DIS to maintain public order and resolve conflicts at the community level had an impact on the activities of the programme. The DIS is considered by the Government as a special police force which is very efficient and most importantly well trained with regard to international human rights standards. Therefore, the DIS intervention was requested in this new areas. In light of the ongoing demand as well as the fact that the programme started later than foreseen, it was decided to extend the programme until 31 December 2012 on a no-cost basis.</p>		
	<p>TIMOR-LESTE</p> <p>Based on two joint UNDP-DPKO missions in 2010 (TAM in January and follow-up mission in August) a follow up SSR and policing project documents were developed and approved by the BPAC in the first half of 2011. The two bridging programme were designed to facilitate gradual increase of UNDP engagement and eventually take over of roles and responsibilities in the security sector in light of likely drawdown of peacekeeping mission at the end of 2012. The new programming cycle continues to provide technical assistance to seven GoTL agencies with security related mandates, including training of firefighters, introduction of international best practice on security policy and parliamentary oversight of intelligence services. Joint UNDP-UNPOL policing project in support of PNTL has delivered training on election security, development of policy of promotion regimes and capacity development for maintenance of the vehicle pool. At PNTL's request, UNDP and UNPOL are currently considering the format of follow up programme based on post-election conditions and the profile of UN presence going forward.</p>		
	<p>SOUTH SUDAN</p> <p>The UNDP-UNMISS joint justice programme has been jointly conceptualised, developed and implemented. It targets infrastructure, equipment and capacity support to the rule of law institutions in Jonglei State, specifically Akobo and Pibor. The programme supports the broader state-building approach of the mission and UNCT. By the conclusion of 2011, progress was made in procurement as some construction work began in Akobo. As well, local commissioners have formally allocated land for the anticipated justice hubs in both Akobo and Pibor; an architect will be contracted in the first quarter of 2012 to provide initial drawings. Unfortunately, the joint programme has also experienced serious challenges arising from the ongoing insecurity in the Jonglei State as well as poor weather conditions. This is evidenced by the inability of UNMISS to establish a base camp in Pibor until November 2011, while the Akobo camp remains outstanding. As a consequence the programme could not deploy personnel to undertake local capacity development activities (e.g. trainings, workshops). Poor weather, rendering roads inaccessible, delayed the completion of construction activities as scheduled. In the coming year, the programme looks forward to completing construction-related activities but serious concerns remain on deploying personnel for capacity building activities on the ground.</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.3.4 Integrated disarmament, demobilization and reintegration (DDR) programmes implemented in at least three countries.	BCPR, in close cooperation with DPKO, provided ongoing technical support to the SOUTHERN SUDAN DDR COMMISSION (SSDDRC) , which resulted in the finalization of a National DDR Policy, a National DDR Strategy and a draft national reintegration program, forming the basis of the new DDR program for Southern Sudan that would involve demobilization and reintegration of an estimated 150,000 SPLA and associated group members over the next 8 years, expected to start in 2012 for an initial 4,500 persons.		
	<p>BCPR jointly carried out a mission to the CENTRAL AFRICAN REPUBLIC (CAR) together with DPKO and DPA in June 2011. The mission resulted in finalization of the National Reintegration Strategy and entities' roles and responsibilities vis-à-vis the Government of CAR in implementing its national reintegration strategy. In addition to that, the mission continued UNDP's efforts to improve coordination with World Bank and EU led community development initiatives, supporting overall reintegration efforts in CAR. In December 2011 a PBF proposal by BINUCA was set for approval. To ensure an integrated approach the LRG undertook an integrated mission with RBA and DPA flushing out a clear division of labor. The PBF will support the reintegration of 52% (4,972) of the CAR caseload already through the DD process. The LRG and BCPR CST will continue engagement with the PBC Chair to implement the PBF proposal in 2012.</p> <p>Of the total 4008 members discharged from the Maoist army, a total of 1526 male and 858 female individuals have received vocational training, further education and support for starting micro-enterprises, in the preparatory phase of the planned full-scale DDR programme. The combination of economic, social and psychosocial support also contributed to the sustainability of the results achieved. In 2011, 60% of graduates of the programme are in employment or have established their businesses. The programme assisted Verified Minors and Late-Recruits (VMLRs) to avail of employment opportunities or to start their own businesses through consistent counseling, business mentoring, local labor market opportunity mapping, liaison with the private sector and business community and mentoring of regional office staff to address these issues.</p>		
	In COTE D'IVOIRE , a joint BCPR technical assessment mission took place in May 2011. The mission resulted in identification of opportunities for integrated DDR programming. In addition to that, a joint mission took place by UNDP, DPKO, UNFPA, UNWOMEN and UNICEF, resulting in the identification of concrete entry points to strengthen the gender responsive of the forthcoming DDR program for each agency and Government actors. UNDP was planning a DDR training for 2011 or the beginning of 2012. Due to a dearth of political will for DDR by national entities, the LRG has determined that the pre-conditions and necessary strategic planning for DDR is not ripe in the Ivory Coast to proceed with a training at this juncture. The LRG continues to monitor the situation reaming ready to provide support to the DDR process should conditions prove conducive.		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	In INDONESIA ACEH , UNDP worked closely together with UNEP and UNCTAD in a pilot project, providing joint support to the district Government of Aceh Selatan. Through this pilot project, local government and communities benefitted from income generation and reintegration opportunities for 450 female ex-combatants, women associated with armed forces and groups and conflict victims in high conflict villages through involvement in the supply chain of selected bio-trade products/services. In total 2,367 individuals associated with armed groups (1,190 men and 1,177 women) benefited from the support provided by the project through different kinds of reintegration activities including counseling, business training and job placement. As a result of the positive impact of social, psychosocial and economic reintegration that accrued to direct beneficiaries and communities The Government is now planning to scale up the program in Aceh.		
	In the REPUBLIC OF CONGO , an IAWG supported mission was carried out in December 2011. The mission supported the implementation of the joint reintegration and recovery program (UNDP, FAO, WHO, UNICEF and UNFPA) starting in 2012. The M&E framework and data base system were strengthened and improved in terms of gender responsiveness. Support provided was directed to increase overall sustainability of results, by tapping into agencies' comparative advantages and coordination between the various program elements. Future initiatives include building upon the integrated approach by further strengthening community-based reintegration approach through identifying market opportunities and incorporating a revolving micro-credit scheme and counseling services.		
MILESTONE 7.3.5 Existing inter-agency (Framework Team) conflict prevention strategies and programmes strengthened and new programmes developed in five new countries including through knowledge-sharing	LESOTHO Roles and complementarities in support of mediation in Lesotho successfully identified by UNDP and DPA with Framework Team assistance (see output 2 for results and details of UNDP support); knowledge related to mediation efforts by internal entities (as opposed to track-one diplomacy) and best means for UN support to be provided to such "insider mediation" made available to the RC and the PDA. The mediation was successful and the immediate political conflict resolved (see output 2 for details).	Short-term timeframes are overly ambitious and unrealistic as these processes take longer than anticipated. It is important to develop more incremental indicators of change and success so as to more accurately assess progress.	Achieved
	BELARUS Contingency plan to address fall-out from political developments in Ukraine (specifically increased authoritarianism and repression) developed by RC and UNCT through working group convened by the Framework Team; capacities for the implementation of the plan are currently being identified in 2012.		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
	<p>MALAWI</p> <p>Joint DPA-UNDP response to the July 2011 outbreak of violence in Malawi facilitated by the Framework Team. The response succeeded in mitigating the violence (for details of the response, see output 2). RC now being supported in developing longer-term integrated UNCT conflict prevention strategy through an inter-agency process facilitated by the Framework Team.</p>		
	<p>PERU</p> <p>Interagency strategy, to be implemented in 2012 with support from the EC-UN Programme on Land and Natural Resource Conflicts (Bautista, can you provide the precise title), to address land and natural resource conflicts facilitated through a conflict analysis exercise for the UNCT conducted jointly by UNDP, the Framework Team, and DPA.</p>		
	<p>GUYANA</p> <p>Framework Team working group on Guyana revived to provide analytical, coordination, and contingency planning assistance to the interim RC and the UNCT in the lead-up to the 2011 polls (a senior advisor was deployed under Framework Team auspices towards this end), where potentially violent instability was expected (for details of UNDP's programmatic assistance as part of the wider UN response, see output 2).</p>		
<p>MILESTONE 7.3.6</p> <p>Inter-agency joint programme on armed violence developed and initiated in 2 countries</p>	<p>The inter-agency Armed Violence Prevention Programme has led to the development of a multi-sectoral programme in Jamaica with WHO, UNODC, UNLIREC, UNICEF, UNESCO and UNDP. The envisioned goal of having those agency assets commonly managed by the UNCT has not materialized due to funding pressures, however, different agencies, including UNDP, are nonetheless proceeding with the implementation of those activities elaborated in the joint programme and joint-fundraising efforts are ongoing.</p>		<p>Milestone partially achieved</p>
	<p>The UN Resident Coordinators in BOSNIA AND HERZEGOVINA, ECUADOR, EL SALVADOR, NEPAL, PAPUA NEW GUINEA and TIMOR LESTE were—in May 2011 —contacted to establish the requisite interest for joint programming in those countries. However progress has been slow as the envisioned goal of having those agency assets commonly managed by the UNCT has not materialized due to funding pressures. Nevertheless, different agencies, including UNDP, are proceeding with the implementation of those activities elaborated in the joint programme and joint-fundraising efforts are ongoing of resources.</p>		
	<p>In JAMAICA, the inter-agency Armed Violence Prevention Programme has led to the development of a multi-sectoral programme , developed following a UNDP BCPR mission, with WHO, UNODC, UNLIREC, UNICEF, UNESCO and UNDP. Joint efforts with other agencies in Jamaica have already resulted in strengthened capacity of the inter-departmental crime prevention and community safety committee. UNDPs specific results in Jamaica have been reported under MYRF output 4.1</p>		

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.3.7 DPKO/DPA agreements implemented	The Policy on Special Circumstances in non-missions settings was prepared by BCPR and DPA and submitted to the PC Secretariat in 2011. The Secretary-General approved the policy in January 2012. While UNDP and DPA continued to work closely together in the areas identified in the partnership agreement (building national capacities for conflict prevention, the framework team and electoral support) as well as in Special Political Mission settings, regular meetings of the Senior Partnership Group did not take place. The DPKO/DFS – UNDP partnership group at the ASG level met but not as frequent as envisaged despite UNDP's continuous efforts to arrange the meetings. The discussions in the Group did lead to enhanced collaboration in Sudan (integrated DDR support) , DRC (Joint Peace Consolidation Programme) and Cote d'Ivoire (Joint-project on Access to Justice. The partnership framework with DPKO/DFS will be revised in 2012.		Milestone partially achieved
MILESTONE 7.3.8 DPKO/DPA agreements implemented 12 UNDAFs have DRR effectively integrated with BCPR	<p>Mainly through its Disaster Regional Advisors, BCPR has assisted countries to integrate DRR into the UNDAFs. This was done through direct support in the preparation of situation analyses for DRR and definition of UNDAF Outcomes on DRR, Common Country Assessments (CCA), Country Programme Documents (CPD) and the UNDAF documents themselves. Additionally, trainings for UNCTs on the incorporation of DRR into UNDAFs were implemented in 40 countries. As a result, DRR was incorporated into UNDAFs (draft or final) as follows:</p> <ul style="list-style-type: none"> • Europe and the CIS: Moldova and Ukraine • Asia and the Pacific: Nepal, Pakistan, Sri Lanka, India and Iran • Africa: Rwanda, Madagascar and Ghana • Arab States: Egypt, Morocco, Somalia, Syria and Yemen <p>Additionally UNDAFs in Algeria, Saudi Arabia and Tunisia formulated in 2011 partially integrate DRR</p> <p>BCPR will support the implementation of the DRR components of the UNDAFs through direct support to the Cos, including technical and programmatic support and capacity development.</p>	Effective integration of DRR in UNDAFs is a complex, lengthy process that first requires building local capacities to carry out the integration. Since UNDAFs are prepared every four years, improvements and corrections should be expected in future UNDAFs' versions.	Milestone achieved

INDICATOR 7.4:

Nationally owned UN, World Bank and EC joint post-crisis assessments reflecting the needs of affected populations inform recovery frameworks and priorities.

BASELINE: 01/2010

Variety of different assessments resulting in differing estimations of needs in respective areas.

Recognition by DOCO and UNDP that early recovery has not been sufficiently covered in previous PCNAs.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.4.1 Technical capacity of UN agencies to assist government requests to conduct joint post-crisis needs assessments improved through significant increase of core staff with relevant expertise and experience	<p>Two PCNA trainings were conducted in 2011: one for p3/p4 and one for p5.</p> <p>In collaboration with the World Bank, training courses on PDNA were conducted for SDC, GIZ and EC commission- In collaboration with ISDR Secretariat and OCHA, a training course on PDNA was conducted for Government Officials in Brazil.</p> <p>For the international organizations (GIZ, SDC, and EC), an average of 40 people per agency were trained. The participants were technical people and the purpose of the training was to prepare them so that they can be included in UNDP's roster and be ready for quick deployment after a disaster. As a result, GIZ personnel was directly involved in the implementation of PDNA in Kenya in December 2012.</p> <p>In the case of the Government of Brazil, 65 senior officers of the Civil Defense departments of the 27 states of Brazil were trained. The modality was the Training of Trainers programme so that the training can be replicated at local levels. This training took place in December 2011 and a series of local-level trainings are already being programed for 2012 covering the 27 states in the country.</p>		Milestone partially achieved
MILESTONE 7.4.2 At least three nationally owned UN, World Bank and EC joint post-crisis assessments settings conducted	<p>One PCNA was conducted in 2011—the Libya Coordinated Needs Assessment (LCNA). In collaboration with the World Bank and the EC, Post Disaster Needs Assessment was conducted in Lesotho to assess the impact of severe floods.</p> <p>In collaboration with the World Bank and the EC, Post Disaster Needs Assessment was conducted in Djibouti in October 2011 to assess the impact of severe drought.</p> <p>In collaboration with the World Bank, the EC and the direct engagement of GIZ personnel trained for this purpose, Post Disaster Needs Assessment conducted in Kenya in November-December to assess the impact of severe drought.</p> <p>Preliminary Post Disaster Needs Assessment conducted in Thailand after the floods in September.</p> <p>All the Post Disaster Needs Assessment reports, including results and recommendations, were submitted to the National Governments for their application in the preparation of the Recovery Plans.</p>		Achieved

INDICATOR 7.5:

Improved UN assistance to public administration and local Governance in post-conflict situations.

BASELINE: 01/2010

The UN is taking stock of lessons learned to date in PA and local Governance and is developing first inter-agency plan of work stem in this field.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.5.1 First inter-agency work plan on Public Administration and CPC developed.	Due to challenges identifying sufficiently qualified consultants in 2011, the draft of the Inter-Agency Working Group Lessons Learned Study on Public Administration is expected to be finalised with a slight delay in quarter one of 2012. Following this an inter-agency work plan may be developed to plan for the implementation of activities in pilot countries. In order to expedite implementation BCPR and BDP have agreed a work plan on public administration and local governance for 2012 in which joint support will be provided in five countries, Libya, Afghanistan, DRC, South Sudan and Cote D'Ivoire.		Delayed

INDICATOR 7.6:

More rapid and flexible financing for transition, including early recovery.

BASELINE: 01/2010

The work of the INCAF Financing Task Team is on-going with a view to producing final recommendations by end 2010.

The Inter-Agency Standing Committee (IASC) has decided to include ER financing as one of the priorities of its new Humanitarian Financing Group (BCPR to lead this discussion).

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 7.6.1 INCAF Financing Task Team will have agreed on recommendations, with UN support facilitated by BCPR.	INCAF guidance agreed with active support by the UN coordinated through the UNDG/ECHA Working Group on Transitions and its task team (both co-chaired by BCPR), and it provided a strong background for preparations for HLF4 in Busan.		Milestone achieved
MILESTONE 7.6.2 Agreement reached by the Good Humanitarian Donorship Initiative (GHDI) on recommendations to improve ER financing.	No formal agreement has been reached by GHDI donors. Therefore, it is unlikely that there will be such a formal agreement in 2012 that can be implemented and operationalized through specific measures. However, the challenge of effective ER financing will continue to be on the IASC agenda, and there will be a continued search for practical approaches to reform and adapt systems and policies.		Off track

Improved management and delivery of CPR services

INDICATOR 8.1:

BCPR Review recommendations implemented.

BASELINE: 01/2010

BCPR Review completed and recommendations provided.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 8.1.1 Focus strategy implemented with BCPR disengaging from non-priority areas/countries and maximizing resources given to priority areas–countries.	<p>As reported last year, BCPR begun to focus activities and funding on a list of Priority countries in 2010. In early 2011, and taking into account the nature of unpredictable events and how they can affect the priority country list, BCPR established a list of countries along a Tier 1 and 2 for Priority countries and a watch list.</p> <p>Tier 1 represents the top priority followed by a second ranked group of countries that continue to require some continued involvement while the watch list represents a group of countries that requires monitoring as they could eventually require more significant assistance. The Financial picture which shows a consolidation of funding around the Priority Countries over the last three years is presented below.</p>	<p>A number of issues militate against a tight definition of Priority and non-priority countries. Establishing water tight criteria for the selection of Priority countries has proven very difficult. Instead, a common sense approach has been used along with the Tier system. Another difficulty with identifying a select set of Priority countries is the nature of events. For example, the Arab Spring of 2011 has added four new countries to BCPR's priority list given the need to strengthen UNDP's support to recovery. The other issue/challenge to be borne in mind is that BCPR is a policy Bureau for UNDP as a whole and COs can demand support/technical assistance as needs arise in any of the areas covered. BCPR is attempting to best manage these challenges are being managed through a continuous assessment of the list of priority countries, in consultation with other UNDP units, to determine possible evolution.</p>	Achieved
MILESTONE 8.1.2 50 percent of BCPR delivered budget on priority country/areas.	<p>Available figures show that the Bureau financial allocations have involved moving way from 73 countries in 2009 to 59 in 2010 and to 43 in 2011. This represents a considerable focus on the Priority countries as it also involves emergency response funding to countries were new and unforeseen crisis have erupted and required a response from UNDFP/BCPR.</p>		Achieved
MILESTONE 8.1.3 At least 40 percent of Staff time on focus countries.	<p>An assessment of missions, meetings and results from both the work plans and results monitoring clearly indicate that the Tier One priority countries involve up to 60/70 percent. BCPR is currently assessing the possibility of better managing this probably through a light staff survey during mid-2012. It has not been possible to undertake any such assessment to date given it is only now that the Bureau transformation is being consolidated.</p>	<p>There is no exact way of measuring this and an effort is made by Results Group to monitor work plans, missions and both Output reviews and annual report.</p>	Achieved

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 8.1.4 Focus country/area strategies implemented and reviewed in partnership with key UNDP Units.	<p>All Priority countries have been agreed with Regional Bureaus for the duration of the current MYRF cycle. Annual discussion this year indicated no major changes to the initial set of countries, although events in the Arab States Bureau underlined the importance of Yemen and introduced the North Africa countries of Libya, and Tunisia.</p> <p>Given the increasing demands on BCPR from Programme countries across all areas of technical expertise it has not been possible to reduce these.</p>	<p>2010 saw an almost doubling of CPR expenditures in the Organization to USD 1,2 billion which has reflected the growing demand for BCPR support across all areas. The growing needs placed on BCPR and the wide scale natural disaster of 2010 (Haiti, Pakistan) and the political upheavals of North Africa in 2011 have made it very difficult for UNDP and BCPR to downscale the expertise provided in CPR. One way of managing this challenge and ensuring VFM at the same time is the ongoing overhaul of the CPR roster of external expertise.</p>	Partially achieved
MILESTONE 8.1.5 New operational structures, processes and procedures implemented.	<p>Following the external review in 2010 to assess BCPR capacities to provide strong, effective leadership of UNDP's CPR practice, structural changes were implemented in 2011 culminating in an agreed vision for the Bureau and the new Organogram rolled out in 2011. CPR expertise has been consolidated by transferring technical teams from Geneva to New York to create a unified structure with an improved workflow. A strong liaison structure remains in Geneva to interact with the humanitarian community, engage with issues on disaster risk, armed violence reduction European partners. BCPR drove an agenda to improve the definition and management of quality results, and work to implement the Administrator's AOC, including greater coherence and closer links with Regional BXs and BDP and undertook two reviews: to assess the effectiveness of (i) UNDP's role in peacebuilding and (ii) of BCPR's programme and project portfolio.</p> <p>To complement this and the renewed emphasis on results, a major review of Business Processes overhaul was undertaken in a highly participatory manner using an in-house Change management consultancy Unit. Refinement of these is still underway.</p>		Achieved

INDICATOR 8.2:

Results Based management and monitoring framework established and functioning.

BASELINE: 01/2010

There is currently no comprehensive system to identify, capture and codify or monitor results in BCPR or UNDP. BCPR has focused on activity based reporting and monitoring.

Milestone	Overall Progress Against Annual Milestones	Issues, Challenges, Lessons, Good Practice	General Progress Towards Milestone
MILESTONE 8.2.1 Monitoring and Evaluation(M&E)/ Knowledge Management (KM) procedures and systems established and thematic/ technical strategies implemented.	<p>The new Results Unit comprising results based management (RBM), M&E, and KM was fully staffed and operational by November 2011. Two major evaluations undertaken and finalized, namely Portfolio Review and Peace building Review.</p> <p>New draft strategies were formulated for KM and for the integration of Results, KM and Evaluations. Both are to be finalized in participatory manner by quarter 1 2012. Both strategies overhaul the current approaches and procedures for KM, M&E and Evaluations.</p> <p>New results based evaluation plan identified and yet to be approved and funded.</p>	Delays in staffing, recruitment and overall change process meant that the Results Unit was only up and running in late 2011. The staff is now in place and a full M&E plan is in place for 2012.	Partially achieved
MILESTONE 8.2.2 Evidence based results reporting improved in both internal and external communications.	<p>BCPR continued to pursue an active approach to results monitoring and management with two Output reviews in the year (June and October). Some teams are already using the results captured and reported in the MYRF for reporting and communication to other external parties.</p> <p>MYRF/Log-frame Results for 2011 will for the first time form part of annual BCPR report and will also be available in wider MYRF report.</p>	The ongoing construction of the integrated knowledge platform will also have to respond to the need to link to other evolving Corporate reporting tools such as the ROAR and Annual Business Plan.	Achieved