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Resilient nations.*



United Nations Development Programme

UNDP THEMATIC TRUST FUNDS

2015 ANNUAL REPORT



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Resilient nations.*

UNDP THEMATIC TRUST FUNDS
Crisis Prevention and Recovery
Democratic Governance
Environment

2015 ANNUAL REPORT



Woman harvests rice in Oecusse, Timor-Leste. (Photo: UN photo/ Martine Perret)

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FOREWORD

With the adoption of the 2030 Agenda, 2015 marked the transition from the Millennium Development Goals (MDGs) to the Sustainable Development Goals (SDGs). The new development framework is an ambitious call for transformative action on today's complex challenges to people and our common planet. It emphasizes that success depends on addressing these challenges comprehensively since they are highly interconnected. Progress on any one only lasts if progress is made on all others.

The UNDP Thematic Trust Funds for Crisis Prevention and Recovery, Democratic Governance and the Environment were established in 2001. For 14 years, these thematic trust funds have funded UNDP country, regional and global initiatives, flexibly complementing core UNDP funding and investments by partner agencies aimed at similar development objectives. This report presents highlights from 2015, the final year of operation for the funds, which have transitioned in 2016 to a new funding window architecture, aligned with the integrated vision of the 2030 Agenda. In this foreword, the report also offers a retrospective on some of the major achievements of the thematic trust funds.

All three thematic trust funds have fostered significant partnerships between UNDP and programme countries, non-governmental organisations and civil society, UN agencies, multilateral development organisations, academia and think-tanks, the private sector and donor partners. Results achieved would not have been possible without the support and partnership of longstanding contributors to the funds.



A child holds up a map in the Protection of Civilians site in Bor, South Sudan. (Photo: UN photo/JC McIlwaine)

Crisis prevention and recovery: meeting immediate needs and reducing risks

The Crisis Prevention and Recovery Fund (CPR TTF) was designed as a flexible funding mechanism that has allowed UNDP to respond to and prevent crisis and respond effectively and rapidly to evolving crisis and recovery needs, especially in situations of natural disasters or violent conflict. Over the years, UNDP has sought new ways of preventing conflicts—faster, earlier and in high-risk situations—while maintaining steadfast support to the protection and empowerment of women in crisis, and in particular, the prevention of gender-based violence.

The CPR TTF has provided vital support to strengthen disaster management capacities and support early recovery after extreme weather events, including the Indian Ocean earthquake and tsunami (2004); Cyclone Sidr in Bangladesh; Typhoon Haiyan in the Philippines; Cyclone Pam in Vanuatu; the earthquakes in Haiti, Nepal and Pakistan; the Balkan floods; and to respond to multiple hurricanes in the Caribbean.

Recognizing disarmament, demobilization and reintegration of combatants as key to the stabilization of peace processes, the Fund has supported these efforts in countries afflicted by prolonged conflict and crisis, including the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo and Somalia. The CPR TTF also stimulated long-term engagements in the peace processes in Colombia and the Philippines. In support of democratic transition during the Arab Spring, significant CPR TTF investments were made in Egypt, Libya, Tunisia and Yemen in the areas of civic engagement in electoral processes, constituent assemblies and security sector reform.

Several CPR TTF seed investments, such as in the rule of law in countries affected by crisis, conflict and fragility, blossomed into widely recognized global initiatives. One such example is the Global Programme on Rule of Law, whose origins can be traced to the support provided to legal aid lawyers in Darfur in 2007 and 2008. Having provided support to nearly 40 countries affected by crisis, conflict and fragility, and facilitating the unification of the UN system for delivering legal aid under the Global Focal Point for Policy, Justice and Corrections, the Global Programme has evolved into a flagship UNDP initiative at the disposal of the UN system, to deliver assistance aligned to national priorities through joint implementation.

The Joint UNDP-UN Department of Political Affairs Programme on Building National Capacities for Conflict Prevention is another success story. The Joint Programme is foremost known for deploying Peace and Development Advisors to support the UN Resident Coordinators and the development and application of conflict diagnostic analysis tools. It is also viewed as a constructive ingredient in inter-agency collaboration on conflict prevention strategies, as well as conflict sensitive initiatives.

Through its years of operations, the CPR TTF mobilized over US\$1.3 billion in partner contributions and reached nearly all countries where UNDP programmes operate. The Fund has been invaluable in responding to the reality that even stable countries on sustainable development pathways can suddenly and unpredictably find themselves in crisis. UNDP has been able to provide rapid seed funding to support conflict prevention, rapid response and recovery.

Democratic governance: catalysing inclusion

The Democratic Governance Thematic Trust Fund (DG TTF) supported flexible and early responses to emerging issues in democratic governance, with a strong emphasis on innovation and catalytic initiatives that could be scaled up through South-South exchanges and cooperation. The DG TTF was steadfast in its commitment to strengthen responsive and accountable institutions, inclusive political processes, access to justice and the full protection of human rights.

To name a few outstanding results, the Fund provided post-constitutional support to decentralization, in particular the devolution of power to the 18 governorates- and the strengthening of local governance in Iraq, and engaged Rwanda's Ministry of Justice to increase access to justice and legal aid for the poor and most vulnerable.

As the DG TTF focused on innovation, the Fund supported many 'firsts', including the first national agreement on governance assessments in China, the first women's parliamentary caucus in Togo and the first national strategy against gender-based violence in Chad. Investments in 32 youth participation and democratic governance country projects informed the first-ever UNDP strategy for youth and development.

Another highlight is the benchmarking in ethics and integrity within the health sector of Mongolia which became a model for many other countries in the region, and helped define UNDP's sectoral approach to anti-corruption measures which has since been fully integrated into UNDP's flagship Global Programme for Anti-Corruption (GAIN) and its successor global project 'Anti-Corruption for Peaceful and Inclusive Societies (2016-2020).

DG TTF support to inclusive political processes was at the heart of the Global Programme on Electoral Cycle Support (GPECS I and II), which has responded to the demands of UNDP electoral assistance worldwide. In helping countries manage inclusive electoral processes and develop related capacities including of electoral management bodies, the programme maintains a particularly strong focus on promoting the full political participation of women.

Over its lifespan, the DG TTF mobilized US\$268 million from donor partners who shared UNDP's vision of democratic governance and more inclusive societies.

The environment: achieving sustainable development

The Environment Thematic Trust Fund (ETTF) has funded activities to reduce poverty and exclusion in support of sustainable development, where core principles are the careful and fair use of environmental resources, and the equitable sharing of benefits. The ETTF has strategically developed and leveraged investments that complement work funded from UNDP core resources as well as other trust funds, such as the Global Environment Facility (GEF) and the Multilateral Fund for the Implementation of the Montreal Protocol.

From supporting Rio+20 dialogues and the Sustainable Energy for All initiative, to backing UNDP's active engagement in training and technical analysis related to negotiations under the UN Framework Convention on Climate Change, ETTF investments have increased awareness, knowledge and capacities, with a focus on the least developed countries (LDCs) and small island developing states (SIDS). Consistent support has gone to national readiness for low-emission, climate-resilient development strategies, and helped countries tap new sources of climate finance. The Fund has produced a number of global knowledge products, including the first guidebook on environmental financing tools.

Global initiatives jumpstarted by the Fund include the Global Biodiversity Finance initiative, the Poverty Environment Initiative and the Low Emission Capacity Building (LEBC) Programme; the LEBC has been instrumental in assisting countries to design low emission development strategies and nationally appropriate mitigation actions.

The ETTF also helped embed the application of social and environmental standards (SES) across UNDP programmes and projects, as part of an organisational commitment to promoting sustainable development in all of its development cooperation activities. By providing resources to undertake an organization-wide consultation process, the ETTF helped drive the development and adoption of the standards along with the related Compliance Review and Stakeholder Response Mechanisms.

Over its lifespan, the ETTF mobilized US\$147 million to support programme countries shift towards sustainable development pathways.

A new direction

Building on the accomplishments and lessons learned from the TTFs described in this report, and with the aim to support the implementation of the 2030 Agenda, the new UNDP Funding Windows were launched in early 2016. The four interconnected Funding Windows are: Governance for Inclusive and Peaceful Societies (GIPS); Climate Change and Disaster Risk Reduction (CC/DRR); Sustainable Development and Poverty Eradication (SDPE); and Emergency Development Response to Crisis and Recovery (EDRCR), with gender mainstreamed across each window.

The consolidated management of the Funding Windows is expected to result in significant operational efficiencies. A unified governance structure and more rigorous and regular results reporting are aimed at increasing accountability and transparency.

The flexible and pooled funding will allow UNDP to respond as issues emerge or change, such as forced displacement, violent extremism or fall out from El Nino, and further align its resources to critical country, regional, and global needs. They will support measures to bridge the humanitarian and development divide in crisis and post-crisis settings, and promote resilience and risk-informed development in all stages. The Funding windows are based on a strong recognition of the continuum of sustainable development issues and the need for increasingly integrated technical expertise and programmatic support to respond to programme country priorities and deliver results in the SDG era.



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Serati, a laborer at an oil palm plantation, is tasked with fertilizing the trees, pruning and weeding, spraying pesticides and collecting fruit from the ground. (Photo: UNDP Indonesia/Nicholas Hurt)

CHAPTER 1. CRISIS PREVENTION AND RECOVERY THEMATIC TRUST FUND

A key component of the 2030 Agenda agreed in 2015 is resilience building. In addition to strengthening resilience through more sustainable development, and more inclusive and responsive governance, UNDP's Strategic Plan focuses on taking a risk-informed approach to development particularly in the context of crisis, supporting rapid and effective recovery from disasters, and addressing the drivers of conflict. This is a commitment to helping programme countries devise implement solutions to these shared challenges, including those posed by climate change, violent conflicts, and the security and refugee crises they generate.

Another historic agreement reached in 2015 is the Sendai Framework for Disaster Risk Reduction, which emerged from the Third UN World Conference on Disaster Risk Reduction in Sendai, Japan. UNDP has supported countries to achieve the goals and ambitions of the predecessor Hyogo Framework for Action, investing, on average, \$200 million across 60 countries annually since 2005. UNDP's flagship disaster risk reduction programme, '5-10-50', aims to support the implementation of the Sendai Framework by enabling 50 countries to move towards risk-informed development over 10 years through 5 mutually reinforcing interventions: risk assessment and communication, inclusive risk governance, urban and local level risk management, preparedness and early warning-early action, and resilient recovery.

UNDP also works with national and local partners to support recovery efforts that not only reconstruct pre-existing infrastructure but also address underlying risk in order to build back better. This includes preparedness for recovery and early recovery, which help facilitate the transition from relief to recovery and long-term recov-



Thousands displaced by floods and conflict near Jowhar, Somalia. (Photo: UN Photo/Tobin Jones)

ery, encompassing the multiyear process of returning to sustainable development. Partnership with the European Union and the World Bank on post-disaster needs assessment and disaster recovery framework tools have helped streamline the post-disaster process into a single recovery plan that emphasizes resilience and sustainability.

2015 saw the largest surge in refugees since World War II, where displaced persons and migrants were driven from their homes by conflict, oppression and poverty. UNDP's interventions in crisis and post-crisis contexts aim to establish the foundation for long-term recovery and development, while in the short-term stabilizing the livelihoods of affected communities and households, including ex-combatants and their families and support structures, and internally displaced people. The main objective is to build capacities for sustainable livelihoods recovery through improving conditions for employment creation and income-earning opportunities.

In 2015, 91 countries across five regions received funding from the Crisis Prevention and Recovery Thematic Trust Fund (CPR TTF), which disbursed close to US\$80 million. These flexible resources were provided by donors in 2015 or carried over from 2014.

The 2015 annual report features results achieved with CPR TTF resources under four headings:

- Promoting inclusive governance for peaceful societies
- Strengthening institutions to deliver on access to basic services
- Reducing and managing the risk of disaster and violent conflict
- Fostering recovery to return to sustainable development

Gender aspects of crisis prevention, especially as an accelerator of development gains, have been presented across the four sections to highlight the integrated nature of work on gender equality.

PROMOTING INCLUSIVE GOVERNANCE FOR PEACEFUL SOCIETIES

UNDP recognizes that inclusive participation and progressive policy reform can improve the relationship between state and society that is needed to facilitate development and promote peace. This process needs to be guided by a strong focus on equity, human rights and sustainable development.

Activities supported by the CPR TTF under this body of work are in line with UNDP Strategic Plan

Outcome 2: Citizen's expectations for voice and development are met by stronger systems of democratic governance.

Broadening participation and dialogue processes to promote peace

In **Colombia**, a broad cross-section of citizens has mobilized around building peace and lasting, fair development to address the root causes of conflict. Drawing on long experience and well-established relationships, UNDP in 2015 partnered with over 80 national, regional and local institutions, and 240 civil society groups to advance these aims. Forums, debates, festivals and media productions involved over 80,000 people in reflecting on peace and learning about provisions agreed in the formal peace talks, including a much acclaimed section on transitional justice concluded at the end of 2015. As part of embedding a 'culture of peace' over

the longer term, UNDP supported the Ministry of Education in debuting a curriculum on citizenship skills, stressing issues such as peaceful coexistence, democratic participation and diversity.

A legal reform process assisted by UNDP has provided momentum around implementing the peace accords, including through new draft provisions that define the rights of political movements, political financing, the role of the opposition and the electoral process. Other new provisions call for applying a human-rights based approach to local development planning. During local elections in 2015, as part of an effort to ease political transition, 74 open local debates involved 15,000 citizens in conflict-affected areas who discussed priorities for development and peacebuilding. UNDP has also supported quick impact projects in some of the most fragile areas to demonstrate the development dividends of peace, such as through new employment opportunities. Indigenous groups developed skills to monitor agreements to improve economic opportunities, and in one case, this led to the peaceful resolution of a conflict over mining activities.

Open conflict in the **Solomon Islands** ceased with a peace agreement in 2000, but tensions have persisted, exacerbated by disparities in economic opportunities and political participation. Avoiding any future rupture will depend on concerted peacebuilding; UNDP helped the Government develop a National Peacebuilding Policy. The first national forum has been established to discuss governance, stability and social cohesion, which helps improve communication among diverse actors within and outside the Government.

As it emerges from a long conflict, **Nepal** has committed in its new Constitution to a federal system of government and decentralized administration, moving service provision and decision-making closer to local communities. To help manage the complexities of this process, in 2015, UNDP supported the Government in formulating a transition management plan. Expert analysis and recommendations were provided on nine major government functions that will operate at different levels of public administration. The analysis also supported the early identification of different institutional arrangements. Some insights came from countries that have passed through similar processes, such as Malaysia, South Africa and Sri Lanka. A study on fiscal design laid a foundation for encouraging ‘finance to follow function’, so that governments at different levels have adequate funds to fulfill new constitutional responsibilities.

Good governance in extractive industries

Liberia is rich in natural endowments of oil, gas and minerals that could help close its deep development deficits. But its institutions need support to manage revenues in a transparent manner and make strong links to local economic development. UNDP is helping develop these capacities, while also encouraging broader public participation in the decision-making process on extractive industries to promote the fair sharing of benefits.

In 2015, despite the profound crisis of the Ebola epidemic, Liberia became one of the first countries in the world to issue a publicly available report tracking the owners of extractive industries in the country, a new standard set by the Extractive Industries Transparency Initiative. Longstanding opacity around ownership has otherwise contributed to the diversion of enormous resources from critical development investments. One step involved drafting a policy that provides a shared understanding of ‘local content’, or the contributions that extractive industries make to local economic development, including through job creation.

Liberia has also begun developing a national centre to manage information on extractive industry concession and improved abilities to negotiate and monitor contracts. A report on citizen engagement in the awarding of concessions, conducted by UNDP in partnership with the World Bank, confirmed for the first time that there is widespread discontent in the communities where concessions have been awarded, even though disputes have generally not escalated into open conflicts. The report called for a more systematic approach to reducing tensions, including through proven practices such as formal dispute resolution mechanisms.

Strengthening human rights institutions

As **Sri Lanka** passes through a period of transition following the end of civil conflict, UNDP has supported the operations of the Human Rights Commission, now provided with a guarantee of independence through the 19th Amendment to the Constitution.

UNDP helped expand the ombudsperson system in **Ukraine** to a regional network of 21 offices, resulting in hundreds of hearings and legal consultations that reached highly vulnerable groups, including people displaced by conflict. Ukraine was also the stage for a 2015 international conference that brought together over 100 representatives from national human rights institutions around the world as well as human rights experts and civic activists. As a result, 19 national human rights institutions signed the landmark Kyiv Declaration, calling for a stronger role in conflict and post-conflict settings. The declaration includes recommendations on how these institutions can fulfil their mandates in times of conflict, mapping ways that the international community can offer support, such as through peer exchanges and global advocacy.

In **Yemen**, UNDP partnered with UN Women to train 14 civil society organizations on documenting cases of sexual and gender-based violence and providing psychosocial support to survivors. The groups compile reports provided to the Office of the High Commissioner for Human Rights (OHCHR) as part of monitoring human rights during the country's ongoing conflict. At the end of 2015, as a result of awareness created through the trainings, there was increased reporting of cases as well as verification by OHCHR.



OHCHR, alongside UNDP, engages the public in the transitional justice process to address the legacy of violence and promote human rights in Colombia. (Photo: OHCHR)

STRENGTHENING INSTITUTIONS TO DELIVER BASIC SERVICES

Strengthening institutional capacities to deliver basic services is a critical function of government, including in crisis countries, where this is an important part of rebuilding citizens' confidence in the state and fostering social cohesion. UNDP supports access to a variety of essential services, helping restore core government functions, the rule of law and justice, and citizen security.

Activities supported by the CPR TTF under this body of work are in line with UNDP Strategic Plan

Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.

Restoration of core government functions

The devastating Ebola epidemic that struck West Africa in 2014 spread rapidly through several countries with severely limited capacities to contain the disease. Amid a massive international response, UNDP helped health-care services rapidly scale up to meet unprecedented needs. **Sierra Leone**, for example, was suddenly faced with managing over 30,000 Ebola response workers performing critical functions in caring for victims, burying the dead and mobilizing communities to prevent further spread of the virus. Rounds of salary payments in mid- to late 2014 failed to reach many workers on time, causing discontent and strikes in some locations.

UNDP aided the National Ebola Response Centre to put in place better systems to manage payments, ensuring that they would be made on time and to the correct people. By early 2015, an automated payment system and digitized payments, including through mobile money accounts, allowed the simultaneous payment of Ebola response workers across Sierra Leone. Biometric verification helped ensure that people were paid the correct amounts in line with revised hazard pay policies, and prevented fraudulent practices such as the collection of multiple payments. Complementary SMS messages provided updates on payments and financial education messages on issues such as tracking expenses and using bank accounts to receive funds transfers. A system to resolve complaints addressed over 3,000 cases of backlog hazard pay and underpayment.

By mid-2015, as the epidemic waned, UNDP had provided additional assistance to a national winnowing of the number of Ebola response workers, including through a policy that defines remaining essential staff categories. Other Ebola-related efforts in Sierra Leone have included a UNDP-assisted study on sexual and gender-based violence that informed interventions to assist survivors of violence in accessing legal remedies.



Liberia - community health volunteers walking through West Point. (Photo: UNDP/Morgana Wingard)

In **Liberia**, as the Ebola response wound down in 2015, UNDP saw an opportunity to assist thousands of young people, many from poor households, who had volunteered to detect cases, disseminate information and trace potential contacts. In response, UNDP organized a training programme for young volunteers to cultivate entrepreneurial and vocational skills that has helped them better manage small farms or set up their own businesses. Training has proved critical in mitigating some of the economic shocks of the epidemic and easing the return to a more stable life.

Mali suffered only a few cases of Ebola, but throughout the epidemic, remained at high risk of the further spread of the disease. UNDP helped develop an emergency response plan and improve mechanisms for monitoring and disease control, including along the high-risk border with Guinea. A crisis centre created at the Ministry of Health coordinated operations and strengthened links to national and regional emergency operations teams. This facilitated the rapid transmission of data and quick follow-up action to prevent further transmission when cases were identified.

In the **State of Palestine**, following the 2014 formation of the National Consensus Government, UNDP assisted initial dialogues around civil service integration across the West Bank and Gaza. This included an exchange on reform issues with Singapore that led to the first visit of its Prime Minister to the State of Palestine. The Singapore Ministry of Foreign Affairs subsequently agreed to support the State of Palestine's General Personnel Council on customized training for civil servants. UNDP helped the Council draft a strategic plan for 2016-2022 and develop early concept papers on meritocracy in the civil service and the modernization of public administration.

Other efforts have focused on strengthening local governance. In partnership with the Ministry of Local Government, UNDP helped conduct a rapid capacity assessment of 25 Gaza municipalities and devise a short-term plan to fill gaps in areas such as planning, service delivery and outreach. Five municipalities have set up their first local economic development units and work plans, and their mayors have met with the Ministry via videoconference for the first time in nearly a decade.

New Deal Facility Supports Rebuilding Governance Capacities

UNDP continued its programmatic assistance to rebuild governance capacities in post-conflict and fragile countries, and support national level implementation of the New Deal for engagement with fragile states.

The New Deal Implementation Support Facility was established in 2013 with through the support of various donors and has received \$7 million to date. From its establishment, the facility has provided continuous support to New Deal processes at the country and global level within the framework of the International Dialogue on Peacebuilding and Statebuilding. It has supported eight countries through demand-driven funding allocations: **Afghanistan, Central African Republic, Democratic Republic of the Congo, Guinea, Liberia, Sierra Leone, Somalia** and **Timor-Leste**.

The mandate of the International Dialogue and the New Deal was recently renewed for another five years at the 5th global meeting of the International Dialogue, held in Stockholm in 2016.

Through the facility, New Deal principles have been successfully incorporated into a number of key government policy documents and structures. In **Afghanistan**, for example, they were integrated into the 2015 Self-Reliance Mutual Accountability Framework and Aid Management Policy. Similar efforts around national development planning and the SDGs are underway in **Afghanistan, Democratic Republic of the Congo, Guinea, Liberia, Sierra Leone** and **Somalia**. There have also been discussions with government officials and the g7+ secretariat for possible activities

and implementation of the New Deal in other g7+ countries such as Comoros, Guinea Bissau and Togo.

In the **Central African Republic**, a light fragility matrix was produced in early 2015, which provided the basis for further consultations, including to inform the Bangui Forum, and deliberation on a full fragility assessment and a New Deal compact. Recommendations to use New Deal principles in national strategic planning and the elaboration of a compact were adopted. Despite a slowdown in activities due to the presidential elections at the end of 2015, engagement resumed again in 2016, when civil society updated the fragility assessment, including through consultations in different regions.

Strategic Plan

Output supported:

3.4. Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress

Delivering on justice and the rule of law

UNDP's Global Programme to Strengthen the Rule of Law in Crisis-Affected and Fragile Situations, funded in part by the CPR TTF, helps ensure that justice and security institutions are able to fully respond to the needs of people and societies in line with SDG 16. The programme supports approximately 40 countries in aiming for transformative change by linking peace and security, human rights and sustainable development. With the UN Department of Peacekeeping Operations, UNDP co-chairs the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and Other Crisis Situations, which marshals the coordinated development and security resources of the UN system behind rule-of-law assistance.

Five years without criminal trials in the **Central African Republic** has fueled calls to transform the justice system and end impunity. When sessions to hear criminal cases resumed in 2015, supported by UNDP in tandem with the UN peacekeeping mission, 132 people were judged in record time. The process was seen as a chance to roll out a number of innovative practices that can, over time, be used for broader judicial reform, including pre-trial legal assistance to detainees and juror preparation to avoid mid-trial dropouts. To sustain momentum, the Ministry of Justice devised a short-term plan that covers urgent measures, such as those related to the redeployment of judges, security and access to justice.

The country also took important steps, including passing a new law, to create a Special Criminal Court. It will adjudicate serious human rights violations, encompassing crimes against humanity and war crimes. In help-

Graduation ceremony for new judges and prosecutors in Kosovo. (Photo: UNDP Kosovo)



ing develop principles to guide the court, UNDP supported consultations with 100 representatives from the judicial and security sectors and civil society across the country. Signaling a desire to break with the past, an unprecedented ministerial decree has set up a special committee that includes civil society as an observer to appoint magistrates to the court. UNDP has provided guidance by sharing similar experiences in Bosnia and Herzegovina, Guatemala and Timor-Leste and assisted, together with UN partners, the establishment of a consultative Reference Group of 15 UN Member States that have themselves dealt with human rights violations.

Tunisia's Truth and Dignity Forum marked its first full year in 2015. By the end of the year, 22,000 conflict victims had registered to be heard by the Forum, and 2,000 had presented their cases. UNDP has helped initial operations of the Forum, including through agreement on an organizational structure to improve collaboration and communication. Four regional offices were opened to facilitate victims' access, while civil society campaigns galvanized awareness of the forum in every part of the country, including on issues specific to women. Specialized forum committees honed skills on research and investigation, developed "listening" strategies, and learned to conduct hearings based on international standards on gender equality and the rights of vulnerable groups. New mechanisms to protect victims and witnesses were put in place while the Commission on Arbitration and Conciliation improved data management on 13,500 victims who have received reparations under the 2011 Amnesty Law. It also defined criteria for several urgent remedial measures that are now reflected in a comprehensive action plan.

UNDP has supported legal reform in **Guatemala** aimed at providing comprehensive, quality judicial services and combatting high levels of impunity. This has helped the Constitutional Court, for example, to reduce its case backlog and the time for resolving cases. A particular emphasis on justice for women and indigenous communities led to the adoption of a new protocol setting minimum standards for court proceedings and follow-up in cases of femicide, sexual and gender-based violence, and trafficking. UNDP has consistently advocated for survivors' rights in Guatemala, stood behind civil society efforts to help claim these rights, and aided the Human Rights Division of the Public Prosecutor's Office in developing skills to prosecute such cases. Two members of the military received sentences totaling 360 years in prison; each survivor was awarded reparations.

Impunity for serious crimes remains an important cause of instability in the **Democratic Republic of the Congo**. UNDP has helped strengthen military justice prosecutions in tandem with the UN Organization Stabilization Mission in the Democratic Republic of Congo and experts on the rule of law and sexual violence. In four provinces, military courts, which still adjudicate the most serious crimes, conducted six investigations and 20 public hearings related to 188 cases. Nearly 60 percent involved sexual violence. Special prosecution support cells, assisted by international experts, helped develop guidelines for investigations and provided on-the-job technical support for investigating sexual violence constituting a crime against humanity. A mapping of serious crimes helped the Military Prosecution Office prioritize the most urgent cases, such as the 2014 Mutarule massacre. Hundreds of family members of victims are now expected to testify against high-ranking Army officers.

With UNDP's assistance, the **State of Palestine** introduced the first clinical legal education programmes in the Middle East through which university students have become more professional in their interactions with clients and have developed stronger leadership skills. Students now produce a weekly media programme on human rights and the rule of law. UNDP in partnership with civil society provided legal aid to nearly 25,000 people, including through the novel use of public interest litigation that benefits entire communities on issues such as property rights. Expanded online access to information on court decisions has significantly reduced congestion at the Enforcement Division of the High Judicial Council; users logged into the system nearly 72,000 times in 2015.

In **Myanmar**, where the functions of a fledgling democracy are being consolidated, UNDP has helped the Union Attorney General's Office complete its first strategic plan for 2015-2019. It contains clear commitments to upholding human rights in law and legal practice, promoting greater public engagement and strengthening reform efforts across the justice sector. Two hundred law officers have already attended ses-

**Strategic Plan
Output supported:**
4.2. Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence

sions on fair trial standards. UNDP has also helped 18 universities introduce hands-on clinical legal education in their curricula.

UNDP supports three key justice institutions in **Haiti**—the Council of Superior Judicial Power, the Superior Court of Accounting and Administrative Disputes, and the Ministry of Justice and Public Security. Assistance to the Council of Superior Judicial Power has helped strengthen its capacities to oversee the country’s 1000-plus magistrates and judges. For the first time, it has a comprehensive institutional work plan with explicit benchmarks. Through a top-to-bottom institutional review, the Superior Court of Accounting and Administrative Disputes has a clearer understanding of its strengths, potential and weaknesses, and a set of practical ways to operationalize needed changes. Aid to the Ministry of Justice and Public Security helped it to standardize field-based inspections of prosecutors.

UNDP supported mobile courts that reached 12 districts of **Timor-Leste**, handling over 1,100 cases and benefitting more than 2,200 people. Operating in areas where courts are otherwise non-existent, the mobile courts provide justice and raise awareness about the judicial system, critical contributions in a post-conflict context where avoiding the recurrence of tensions depends largely on building trust and improving access to essential state services. A large share of cases heard by the mobile courts involve gender-based violence, given the high rates of abuse and women’s limited movement outside their communities. In partnership with local civil society organizations, UNDP conducted awareness-raising on gender-based violence, aimed at reducing its prevalence. Activities include training sessions for high school students, public theatre performances, and workshops to teach perpetrators skills to manage anger and conflict.

In **Kosovo**,¹ UNDP trained mediators who offer dispute resolution as an alternative to going to court. Their capacity to solve cases grew by 40 percent, which resulted in a greater share of cases referred by prosecutors and courts to mediation. This contributed not only to improving citizens’ access to justice, but also to decreasing court and prosecution backlogs. A sector-wide Justice Coordination Mechanism has improved strategic planning, policy development and coordination related to the rule of law. UNDP also supported the reform of the Judicial/Bar Exam Manual to align it with changes in Kosovo’s legal framework. Further harmonization of judicial practices at the Court of Appeal and Basic Courts was achieved by developing specific guidelines that enable uniform application of laws.

Supporting citizen security

With UNDP’s assistance, **Kenya** is building peace and security at the county and national levels, often by bringing people together to collectively resolve differences that are specific to their localities. West Pokot County, for example, formed a county peace forum and worked in tandem with the national Peacebuilding and Conflict Management Directorate to show how different communities share common economic interests. This led to the reopening of a road and retrieval of a cache of stolen firearms. In Kirinyaga County, UNDP supported peacebuilding effort that aims at containing drug and substance abuse, which has bolstered collaboration between law enforcement and communities and improved security through reduction in criminal gang activities.

UNDP supported the National Cohesion and Integration Commission in holding meetings to ease persistent conflicts between the Samburu and Turkana communities in Samburu North Sub-county, which have claimed hundreds of lives and led to mass displacement. This resulted in a ceasefire agreement, followed by the reopening of schools in the area. A peace and reconciliation committee, with equal numbers of people from both community groups, has been set up to routinely communicate messages of peaceful coexistence.



A mural in Port-au-Prince graphically shows the role that rule of law plays in developing stability. (Photo: UNPhoto/Marco Dormino)

¹ References to Kosovo are in the context of UN Security Council resolution 1244 (1999).



Rev. Edwin Killong, UNV Peace Monitor, works with district peace committees, provincial administration, village elders and members of the communities to solve various conflicts. (Photo: UNDP Kenya)

A series of peace meetings in Migori County have helped resolve hostilities stemming from cattle theft and boundary disputes, while a newly established intercultural forum has encouraged communities to be proud of the county's diversity. A peace forum in Uasin Gishu County has sensitized communities to stop gender-based violence and counter radicalization, and engaged religious leaders in campaigning for peaceful coexistence in churches and mosques. Kisii and Nakuru counties have established county youth peace committees, recognizing that youth can be key social actors in promoting peaceful coexistence.

Nationally, Kenya's early warning system, revamped with UNDP assistance, draws data from people, peace committees and peace monitors to trigger conflict alerts and produce regular situation reports. Information is widely shared on a public website. An electronic crime database has been updated, issuing regular reports that have generated widespread media attention and shaped policing decisions, such as the commitment of additional officers to high-crime areas.

In Thailand's southernmost provinces, insecurity has disrupted development and deepened intercommunal distrust. UNDP has introduced a series of activities aimed at building bridges and supporting the national stabilization process. Engagement with local media has broadened communication around peace, while training for local leaders has helped empower them to support communication platforms. The strengthening of peace networks has built on close collaboration with communities, civil society and academic institutions across the region, helping to promote inclusive public platforms for peace dialogues that ensure women's participation, and to establish safety zones in areas prone to conflict. To manage local conflicts and increase access to effective judicial services, the programme has backed a prototype mechanism for alternative dispute resolution. Small grants have funded projects that provide livelihoods and community benefits with an emphasis on building social cohesion and reaching vulnerable groups such as women, the elderly, youth and people with disabilities.

**Strategic Plan
Output supported:**
**3.5. Communities
empowered and security
sector institutions enabled
for increased citizen safety
and reduced levels of
armed violence**

REDUCING AND MANAGING THE RISK OF DISASTER AND VIOLENT CONFLICT

Disasters and violent conflict threaten the development prospects of millions of people each year. With the humanitarian and development communities increasingly aware that prevention is the cornerstone of crisis management, UNDP supports countries and communities to manage and reduce risks to minimize losses in development gains. In line with Outcome 5 of its Strategic Plan, UNDP supports its partners in assessing and managing risks, disaster preparedness, early warning, the peaceful management of conflicts and consensus-building.

Activities supported by the CPR TTF under this body of work are in line with UNDP Strategic Plan

Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

In 2015, the CPR TTF supported 75 countries in conflict prevention, including through assistance on inclusive governance and basic services. The CPR TTF provided financial support to 37 countries for climate and disaster risk reduction and management.

Disaster and climate risk governance

UNDP is working with national and local authorities in **Kosovo** to put in place a comprehensive system for disaster risk reduction. In 2015, the Disaster Inventory Management System was launched. For the first time, the Emergency Management Agency can systematically analyse and monitor current and past disasters, including their scale and associated losses—information vital for preparedness and risk management. To improve the tracking of earthquake risks, UNDP brought in a regional expert on seismic monitoring and data sharing; local officials can now exchange this kind of data with international seismological centres.

Support for the national Emergency Management Agency helped it partner with the municipality of Peja/Pec on a community drill, covering a variety of emergency scenarios from search and rescue operations to evacu-



Climate change adaptation in Comoros.
(Photo: UNDP James Stapley)

ating children from schools. The exercise built broad awareness among the general public and local officials who participated. In a series of northern municipalities, stronger communication among firefighting units and the Emergency Management Agency has evolved through regular meetings, breaking a longstanding pattern where northern municipalities did not work with central institutions.

In **Serbia**, UNDP support has focused on strengthening essential laws and regulations to guide disaster risk reduction and responses to future crises. The new Law on Reconstruction Following Natural and Other Hazards, which regulates aid provided by the State to citizens and enterprises following disasters, was passed at the end of 2015, while a second statute on risk reduction and emergency management is in the final stages. An action plan to implement Serbia's new national Disaster Risk Management Programme is fully aligned with the Sendai Framework for Disaster Risk Reduction. It is geared towards unifying the efforts of the Government and international partners to reduce disaster risks, covering key areas such as institutional development, early warning and financing.

A committee of national stakeholders in **Iraq** turned to UNDP for assistance in devising legislation on disaster risk reduction. The law, under the guidance of the Shura Council, a parliamentary advisory committee, has been integrated in the existing Civil Defense regulations to encourage a progressive shift towards disaster mitigation and prevention. UNDP also assisted the Government to prepare a national disaster management strategy, with the Civil Defense Department the focal point for coordination across different sectors. In response to an imminent threat of catastrophic flooding from the anticipated collapse of the Mosul Dam, a new early warning and disaster preparedness system, spanning the local to the national levels, is in place under the National Operations Centre in the Prime Minister's Office.

UNDP assisted **Myanmar** in the preparation of Disaster Management Rules endorsed by the Cabinet in 2015. Other support helped the Relief and Resettlement Department develop hazard risk maps for townships, and set up a national disaster loss and damage database. In **Honduras**, a national panel was established to coordinate the response to drought and related issues. Pilot initiatives in the Gulf of Fonseca region helped communities build adaptive capacities. Honduras shared its experience with Chile during a South-South knowledge exchange on climate risk management that involved representatives from academia, government organizations, the private sector and multilateral organizations.

Kenya has made impressive strides in establishing institutions and policies for managing disaster and climate risks. Ongoing negotiations on the National Disaster Management Policy and Disaster Risk Management Bill as well as the Climate Change Bill serve as entry points for integrating policies in the two areas. With UNDP support, new national guidelines have been adopted on mainstreaming climate and disaster risk management into national and sectoral development planning and budgeting, helping shape common understanding on related core strategies at all levels of government. Hazard atlases and climate risk profiles offer new tools for mitigation measures. National action on ending drought emergencies has been improved through the creation of a specialized technical working group and more detailed monitoring in priority counties.

Policy effectiveness has been reinforced through complementary activities at the county and community levels. Support for managing disaster risk reduction has included mappings of technical capacities in 13 counties that identified gaps in skills and planning. Follow-up training including a briefing for county officials on Sendai Framework principles and priorities (see Box 2). Counties have also begun developing disaster risk reduction plans and thematic groups to carry the plans forward. Nationally, similar thematic groups have been set up to facilitate coordination with county authorities. The appointment of disaster risk reduction focal points in a variety of ministries has led to engagement with Parliament on enacting a national disaster risk reduction policy.

With UNDP assistance, **Uganda** integrated climate change adaptation into its Resilience and Disaster Risk Management Strategic Framework and Investment Programme as part of the National Development Plan



Kosovo - Earthquake school drill. (Photo: UNDP Kosovo)

Strategic Plan
Output supported:
5.2. Effective institutional legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels



*Environmental disaster risk reduction in Nepal.
(Photo: UNDP Nepal)*

2015-2020. A participatory study showed the different vulnerabilities of women and men to climate and disaster risks, their coping mechanisms in the face of disasters, and their roles and participation in disaster risk management. Findings are informing the Framework and Investment Programme and the development of a Resilience and Disaster Risk Management Act.

UNDP is helping **Thailand** to integrate disaster risk reduction and climate change adaptation into national and subnational development planning, with an initial focus on disaster-prone areas. Disaster risk assessments began in two provinces in 2015, along with the initial development of gender-disaggregated data sources to measure issues such as different impacts of hazards, vulnerability and capacity. Thailand also launched a comprehensive review of public expenditures and institutions related to disaster risk management. Partnerships between public entities, civil society organizations, and private businesses galvanized a public call for social innovations to reduce disaster risks, including via social media. Dozens of innovative ideas streamed in with 10 of the teams invited to participate in a social innovation camp for further incubation of their proposals. Five teams received seed funding for prototype development of diverse projects, ranging from a motion graphic improving tsunami preparedness to foldable boats and floatable plantations.

Authorities from the National Disaster Management Agency and the Ministry of Environment and Forestry as well as academic experts and non-governmental representatives have all taken part in drafting **Indonesia's** first framework linking climate change adaptation and disaster risk reduction measures. The initiative, supported by UNDP, is driven from a common understanding that addressing climate change and disaster risks is a shared agenda, as both issues have the same goal of creating a more resilient society. The framework explicitly recognizes that vulnerable groups, including women, may have specific needs, that they should be involved in programme planning and implementation, and that measurement of success must factor in reducing their vulnerability. UNDP has assisted in devising climate and coastal risk indicators, with an initial pilot training taking place for local officials, non-governmental organizations and community representatives in three climate-sensitive districts. Since data-sharing is critical to fully assess risks, a mechanism to exchange

climate and disaster risk information is being devised; the development of indicators that link disaster risk reduction and progress to the SDGs is being contemplated under a related exercise.

Other efforts help to ensure subnational risk assessments incorporate climate-related factors, including through training 90 government officials, and representatives from local non-governmental organizations and academia on climate risk assessment methods. This process has helped develop the Climate Related Disaster Risk Assessment Methodology, which built on a previously piloted Urban Climate Risk Management Plan and a Gender-Responsive Climate Change Vulnerability Assessment Methodology.

Persistent disasters have made disaster risk reduction and climate change adaptation top priorities in **Mozambique**. UNDP has supported the development and enactment of the Disaster Management Law and Master Plan, and helped build capacities at national and local levels to integrate both into development plans and programmes. Trainings have improved understanding of the need for joint planning across different sectors, particularly in terms of critical facilities such as schools, hospitals and roads, and introduced hazard and vulnerability maps as integral to territorial planning. Key sectors such as agriculture, education, health, infrastructure and energy are now integrating disaster risk reduction and climate adaptation components into planning, backed by budget allocations.

The National Institute for Disaster Management has set up a disaster loss database, and central and provincial authorities now regularly exchange information to inform better decision-making. SMS messages are increasingly used for early warning to alert the public on weather events such as heavy rains and cyclones. Other assistance has helped Mozambique develop new post-disaster needs assessment guidelines. Following severe flooding in 2015, the guidelines helped the Government take the lead in the recovery process for the first time.

Eritrea is vulnerable to drought, floods and earthquakes. While the Government has made concerted efforts to integrate disaster risk reduction measures in sectors such as health and agriculture, it has lacked an overarching framework for national coordination. UNDP and the UN country team in Eritrea are supporting the development of such a framework, including a national disaster management action plan and a multisectoral platform for coordinating implementation.

UNDP has made specific efforts to engage women in a variety of interventions. In the Northern and Southern Red Sea and Debub regions, crop damage due to locust infestations and droughts has made people highly vulnerable to poverty. Women made up over half of nearly 10,400 people who have enhanced their productive capacities and livelihood opportunities through soil and water conservation activities, agricultural training, and provision of agricultural hand tools and seeds. Women also constitute 40 percent of the members of land allocation committees, and comprised half of 16,000 people who took part in cash-for-work programmes for soil and water conservation.

Across the **Arab region**, UNDP is working with 10 cities at high risk of natural disaster to develop better preparedness capacities. Representatives from the cities engaged in South-South cooperation, shared experiences, and visited cities with more advanced preparedness systems in place, including Bangladesh and the Netherlands.

In Saida, **Lebanon**, where risks include earthquakes, tsunamis and a poorly managed landfill, the city government has established a dedicated unit to plan and manage disaster risk reduction strategies, and a disaster management committee to coordinate different actors during a crisis. A disaster and solidarity fund has been established to kick-start immediate response and recovery operations. The city of Khartoum in **Sudan**, facing threats from flooding as well as conflict, previously had no system for disaster risk management. With UNDP support, the city now has a dedicated unit for planning and overseeing disaster-related strategies, and has set aside a share of the municipal budget for risk reduction measures, such as flood protection barriers and rescue mechanisms.

UNDP Engagement in Third UN World Conference on Disaster Risk Reduction in Sendai, Japan

UNDP played a leading advocacy role at the Third UN World Conference on Disaster Risk Reduction in Sendai, Japan in 2015, which resulted in agreement on the Sendai Framework for Disaster Risk Reduction. UN Member States repeatedly welcomed UNDP's contributions and expertise. UNDP brought a message of "If it's not risk-informed, it's not sustainable" that echoed throughout the meeting.

Through policy advice and analysis on key issues integral to successful conclusions of the negotiations, UNDP made a strong case for situating disaster risk reduction in the larger picture of sustainable development and the 2030 Agenda. Key messages emphasized that this is the only way to ensure that disasters do not derail development. Since a considerable portion of disaster risk management is shaped by complex decision-making processes and power relations, UNDP also campaigned for more emphasis on disaster risk governance, including greater transparency and accountability.

Climate change as the main driver of risk underscores the urgency of the greater integration of climate change and disaster risk reduction policies and programmes, especially for low-income countries. To make links to the 2030 Agenda, the SDGs and the Paris Agreement on climate change, UNDP proposed integrated target-setting, a sharing of framework monitoring and resources, and a common articulation of the roles of different financing elements across all agreements. A particular emphasis was given to disaster risk reduction tied closely to specific contexts, given the impact of conflicts and fragility on disaster risk and vice versa. In calling for the involvement of many stakeholders to achieve disaster resilience, UNDP stressed the importance of working in partnership across all sectors and levels, and emphasized the primary responsibility of national governments for reducing disaster risk with specific budget allocations.

Before and during the conference, a comprehensive communications campaign on all elements of disaster risk reduction was

rolled out in five regions of the world, covering traditional and social media, videos, blogs, op-eds and so on. Three major publications were launched: *Strengthening Disaster Risk Governance: UNDP Support during the HFA Implementation Period from 2005-2015*, *10 Things to Know about Finance for Reducing Disaster Risk* and *5-10-50: Delivering on Risk-Informed Development*.

At the conference, UNDP helped organize two ministerial events, one high-level dialogue and 12 out of the 33 working sessions, besides being involved in 10 additional side-events. Topics covered everything from risk governance and recovery to early warning and financing, poverty and underlying risks and technological hazards.

Side events comprised a session on financing for development, co-organized with the Swiss Government, and a public forum on the institutionalization of women's leadership in disaster risk reduction, co-organized with Sendai City.



UNDP supports protection of female refugees and families in Iraq. (Photo: UNDP/Andrew Hein)

Prevention and management of violent conflict

In Dera Ismail Khan, one of the most volatile and impoverished districts of **Pakistan's** conflict-affected region of Khyber Pakhtunkhwa, UNDP has helped localities bridge sectarian and ethnic divides by bringing people together to improve their communities. Multifunction community centres have been established to support a variety of social and cultural activities and provide opportunities for youth to develop skills and be mentored. Building the eco-friendly centres allowed young people to gain construction skills and earn income, as did community infrastructure schemes that involved paving streets, rehabilitating schools and health centres, and improving water and drainage systems. Over 30,000 people benefitted from 17 such projects in 13 villages. In late 2015, a peace festival took place; the first event of its kind since a Taliban ban on such activities a decade earlier. More than 40,000 people participated, as did all political parties for the first time in the history of the district.

UNDP has also taken a leadership role in enhancing understanding of the drivers of conflict and radicalization among youth, as part of informing more effective strategies to peacefully manage tensions that arise. Research in partnership with the University of Peshawar has identified under-analysed issues, such as the



Liberia weapons are destroyed during an arms destruction training. (Photo: UNMIL photo Emmanuel Tobey)

radicalization of young women in universities in Khyber Pakhtunkhwa and factors making youth in Dera Ismail Khan susceptible to militancy. An open-source incident mapping tool has reached an advanced stage of development; it will be the first database covering all types, locations and intensities of conflicts in Khyber Pakhtunkhwa. New knowledge and data are being widely shared with government, academic and civil society actors in Pakistan, including through UNDP's strong collaboration with the Federal Planning Commission and its Peace Development Unit.

UNDP has supported **Iraq's** Crisis Response and Resilience Programme as a basis for national recovery and resilience building. In 2015, it ensured that essential services, such as for shelter, health, education, electricity and water, reached 12,000 households of internally displaced people as well the communities that host them. Nearly 4,000 households gained better livelihood opportunities through vocational training, job placement support and the promotion of small businesses. Legal centres in camps for refugees and internally displaced people as well as host communities provided services to over 5,000 women, including survivors of sexual and gender-based violence. Participatory dialogues, bringing together a cross-section of over 3,400 people, have helped promote understanding and trust, and lessen tensions.

Chad's Mediator of the Republic drew on UNDP assistance for developing national abilities to prevent and peacefully resolve conflicts. Training for members of the National Assembly helped them understand matters under the purview of the Mediator as well as how civil society can contribute to conflict prevention and management. In **Liberia**, the Commission on Small Arms, supported by UNDP, successfully advocated for passage of the Liberia Firearms and Ammunition Control Act. The law regulates the possession and use of small arms and light weapons, representing an important step towards the full assumption of national security responsibilities by the Liberian security system.

In 2015, UNDP developed a social cohesion index for use by **Arab States**, based on consultations with a cross-section of experts in diverse fields, ranging from statistics to psychology. Using an agreed set of indicators, the index measures social cohesion across different groups as well as between citizens and states. It can be used for periodic polling of public perceptions, capturing different social dynamics, mapping areas requiring urgent interventions, monitoring changes in dynamics over time and developing models to predict the direction of social cohesion patterns, among other functions.

In **Panama**, UNDP developed an innovative methodology and provided facilitation services to the Government, 14 trade unions, universities, and users of the public health system in order to establish a peaceful and

Strategic Plan
Output supported:
5.5. Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions

democratic dialogue platform charged with proposing a comprehensive reform of the health sector. For more than nine months, different groups engaged in shaping a vision for the public health system to make it more responsive, effective and efficient. The conclusions were summarized in a comprehensive public policy document presented to the President in late 2015. The process provided baseline evidence on the health sector, its institutions, its main needs and risk factors, and the social determinants of public health. It offered short-, medium- and long-term measures to improve health and living standards. UNDP was subsequently included in the high-level commission to improve the national public health system created by executive decree in early 2016.

In **El Salvador**, UNDP helped establish the National Citizen Security and Co-existence Council, comprising people from the private sector, churches, municipal governments, political parties, non-governmental organizations and think tanks. It submitted a public policy plan to the President in January 2015. UNDP helps coordinate a technical secretariat in charge of elaborating baseline measurements for prioritized municipalities, provides technical inputs and supports the council's successful functioning.

UNDP has partnered with civil society groups in **South Sudan** to build peace and foster democracy. Following the signing of the peace agreement in 2015, civil society groups helped disseminate information about it, using diverse channels such as community education sessions, youth dialogues, drama and dance performances. In seven high-risk conflict 'clusters', the groups held community forums that stressed interdependencies around issues such as trade and the use of natural resources. In Jonglei State, this led to agreement on the peaceful sharing of local resources for fishing and grazing. In eight counties, civil society organizations conducted civic education programmes involving over 5,300 people. These took on issues such as conflict resolution, participation in elections and local development programmes, and transparency and accountability.



Community consultation in South Sudan, supported by the CSAC project, outlining patterns of conflict. (Photo: UNDP South Sudan/Maria Frio)

Other UNDP support has helped the National Platform for Peace and Reconciliation build ties with faith-based institutions, academia, women, youth, peace actors and civil society in order to contribute a range of perspectives to the national peace agenda. Improving the quality of public services and access to justice has entailed training on sexual and gender-based violence for police and social workers in five states. Police-community relations committees have provided platforms to discuss local security issues and build trust and collaboration, such as through joint night patrols to help define crime hotspots.

Training for traditional leaders on human rights, gender justice and the roles of customary courts in one state led to a significant shift in customary courts handling more civil than criminal cases, as required by law. In Juba, a new emergency call centre fielded nearly 7,000 calls during the year on issues including medical emergencies and the prevention of gender-based violence.

Building National Capacities for Conflict Prevention

UNDP and the UN Department of Political Affairs collaborate globally on the Joint Programme on Building National Capacities for Conflict Prevention. The programme supports capacities related to dialogue, mediation and conflict resolution, and encourages conflict-sensitive development programming. In 2015, it assisted 43 countries, often through highly skilled peace and development advisers equipped to navigate complex political contexts. The year also saw the formalization of a growing partnership with the Peacebuilding Support Office, contributing to the move towards better integration of the UN peacebuilding architecture.

In the run-up to the 2015 election in **Nigeria**, a peace and development adviser worked closely with the UN Special Representative to the Secretary-General to support the electoral process. This included the organization of stakeholder dialogue sessions for peaceful elections in four geo-political zones, and capacity-building for national institutions to contribute to mitigating electoral-related violence. The adviser also assisted the signing of an agreement pledging political party leaders to non-violence and non-incitement to violence, known as the Abuja Accord, and worked closely with the UN Department of Political Affairs in setting up the National Peace Committee

to monitor commitments across most of the country's 36 states. UNDP and the UN system reached out to a broad coalition of religious, traditional, political and civil society leaders to encourage understanding of and widespread engagement in the work of the committee.

In spite of the peaceful and calm environment prevailing after the 2014 election, **Malawi's** newly elected Government has needed to address deep wounds that were exposed. Through ongoing engagement with Malawi's Public Affairs Committee, a civil society and interfaith organization, a peace and development adviser helped facilitate national debate on contested issues, which resulted in a report on inclusivity and federalism. Regional consultations engaged the national Government and civil society, and resulted in a national peace architecture policy, and the establishment of three pilot peace committees to prevent conflicts in selected 'hotspots'.

Persistent political tensions in the **South Caucasus** create many challenges for civil society groups to work together. UNDP, together with other UN entities, has helped promote greater subregional civil society dialogue on the SDGs. People from **Armenia, Azerbaijan** and **Georgia** can talk about common concerns and opportunities for

cooperation on issues related to sustainable development, complementing related national discussions. In two UN-facilitated roundtables in 2015, civil society participants from the three countries agreed on the need for increased cross-border cooperation, and affirmed some starting points for joint action, including youth participation, environmental protection and civil society monitoring of the global goals.

With a referendum on the political status of the Autonomous Region of Bougainville scheduled to take place between 2015 and 2020, the Government of **Papua New Guinea** and regional representatives have only a few years left to ensure that conditions to hold the referendum are met as agreed in the 2001 Peace Agreement. Deployed with the support of the UN Peacebuilding Fund, a peace and development adviser has been working closely with the United Nations team in Bougainville to support ongoing peacebuilding interventions and forge relationships for a constructive political dialogue at the national and regional levels. In 2015, the adviser helped national stakeholders bridge divides across political factions in Bougainville, and contributed to the negotiation of a Memorandum of Agreement between the Meekemui factions and the autonomous Bougainville government.

FOSTERING RECOVERY TO RETURN TO SUSTAINABLE DEVELOPMENT

UNDP's support to early recovery is fully embedded in its current Strategic Plan, in line with

Outcome 6: Early recovery and rapid return to sustainable human development are achieved in post-conflict and post-disaster settings.

Several general principles guide UNDP's approaches in this area of work.

First, livelihood and early economic revitalization interventions are designed around three complementary tracks—livelihood stabilization and creation, local economic recovery, and sustainable and inclusive economic growth. All start at the same time, as early as possible, but with different intensities, so that early recovery transitions smoothly towards sustainable development.

Second, integration of development considerations into humanitarian assistance and coordination frameworks through early planning and programming helps build resilience to future risks and vulnerabilities. UNDP promotes comprehensive national recovery planning through the principle of 'building back better'. This needs to be achieved in close coordination with the government and through partnerships across a wide range of institutions, including the UN system, multilateral development banks, non-governmental organizations, etc.

Third, a robust focus on women's economic empowerment in the early part of crisis and post-crisis situations is needed to take advantage of the multiplier effects of women's participation in and leadership of early recovery. Women's empowerment is a prerequisite for successful economic recovery in the short and long term. Lack of security for women, and sexual and gender-based violence are major threats to women, and must be addressed for recovery to lead to sustainable development.

Supporting post-disaster recovery and building back better

Communities in the eastern part of **Tajikistan's** Khatlon province have repeatedly been affected by floods destroying their homes and agricultural livelihoods. In several communities along the Sarichashma River, UNDP helped people to recover from the 2014 floods and better prepare for future events by supporting livelihood rehabilitation initiatives that integrate specific risk reduction measures. High-productivity seeds have helped restore agriculture, while the planting of nearly 13,000 fruit trees is expected to both stabilize soil and slopes vulnerable to mudslides, and provide a new source of income.

In an area where many houses were destroyed by flooding, the Government allocated land in a safer location for rebuilding. UNDP supported the planning of the new construction site, factoring in drainage and other environmental considerations. An assessment of natural hazards, including landslides along the Sarichashma watershed, will in the future help local communities avoid high-risk areas for agriculture, housing, or essential services such as schools and health facilities.

UNDP provided **Serbia** with immediate recovery assistance after devastating floods in 2014, including through a post-disaster needs assessment in collaboration with the UN system, European Union and World Bank that guided the recovery programme. UNDP also helped the Government strengthen capacities for recovery coordination and risk governance. Livelihood rehabilitation and risk reduction activities included the clearance of debris, construction of protective infrastructure and housing reconstruction.

By end of 2015, 18 torrential barrier dams were in place to better protect nearly 200,000 people in eight municipalities. A real-time system for monitoring and forecasting hydro-meteorological and wildfire risks was also operational.

Severe flooding in 2014 affected a quarter of the people and territory of **Bosnia and Herzegovina**. UNDP's leading role in early response and recovery encompassed support to conduct a post-disaster needs assessment, in collaboration with the UN system, European Union and World Bank. Other assistance aided debris removal, the rehabilitation of community infrastructure and the creation of emergency employment, and mobilized resources to support women in flood-affected territories. Reaching single mothers became a top priority in the rehabilitation of housing. Out of 4,500 reconstructed homes, more than 220 were for female-headed households, while 5,600 women participated in the programme overall.

UNDP technical expertise helped address an unexpected issue: The floods had shifted landmines remaining from previous conflict and destroyed markers of mined areas. This posed a considerable threat. UNDP tapped demining expertise to identify communities most at risk and pinpoint where mines blocked access to essential infrastructure such as water systems and roads. Awareness-raising helped communities understand the risks. Clearance operations enabled reconstruction in targeted locations. Other assistance aided national authorities in jumpstarting surveying, clearance and land release activities in line with international standards.

Bosnia and Herzegovina starts the implementation of public works for cleaning and repairing damages in flood-affected areas. (Photo: UNDP BiH)



UNDP's Resilience Recovery Efforts in Response to the Nepal Earthquake

In response to the earthquake that hit **Nepal** in April 2015, the Government conducted a post-disaster needs assessment in collaboration with the World Bank, European Union, UN system and other development partners, under the leadership of the National Planning Commission. UNDP provided overall coordination to the assessment, and led sectoral evaluations related to disaster risk reduction, governance, the environment, community infrastructure and human development. On the basis of the findings, UNDP and the World Bank collaborated closely with the Government on developing the Post-Disaster Recovery Framework 2016-2020. Prepared under the leadership of the National Reconstruction Authority, this offers a systematic, structured and prioritized framework for implementing recovery and reconstruction activities. Additional technical support helped the authority formulate a national reconstruction policy.

UNDP recovery efforts involved removing nearly 275,000 cubic meters of debris and demolishing more than 3,000 unsafe homes

and public buildings. Over 3,500 people took part in emergency employment, working nearly 90,000 days on debris removal and other activities, which provided much-needed income and help in recovering from the trauma of the crisis. A customized mobile app, developed in partnership with Microsoft's Innovation Center of Nepal, tracked the progress of demolition as well as worker payments.

A group of nearly 150 national engineers was trained on safe demolition, debris removal and solid waste management, including through on-site mentoring by international experts. They form a core resource that will now be on call in any future disasters, along with a group of nearly 600 engineers trained on detailed damage assessments. Courses for masons have been reoriented to include secure construction practices and compliance with building codes. Regular radio programmes and other forms of outreach have informed communities about safe building, since many families construct their own homes.

In five of the most affected districts, UNDP helped restart local government services covering nearly 173,000 people through the provision of temporary offices and equipment. To support local planning of the recovery process, which requires sustained efforts in the most affected areas, UNDP joined the Ministry of Federal Affairs and Local Development and the National Reconstruction Authority to prepare guidelines aimed at ensuring that planning involves local participation and reflects the priorities of vulnerable groups.

As part of promoting a broader disaster risk reduction effort, UNDP has also assisted the National Planning Commission in integrating disaster and climate risk management into national development planning, providing strategic recommendations across different development sectors. Community-based early warning systems are being set up, such as downstream of the Tsho Rolpa Glacial Lake in Dolakha district. Fourteen monitoring stations now regularly assess weather, hydrological and other factors, improving safeguards for over 4,200 people.



Malawi flood victims rush to a rescue boat provided by the Malawi Defence Force, Makalanga, Malawi. (Photo: UNDP/Arjan van de Merwe)

When floods and landslides hit **Myanmar** in August 2015, UNDP worked closely with the Government in responding to the crisis and in planning recovery interventions, based on a post-disaster needs assessment conducted with the European Union, World Bank, UN system and other development partners. A Recovery Coordination Centre was set up to coordinate, plan, implement and monitor recovery.

A programme focusing on the rehabilitation of damaged infrastructure through cash-for-work schemes helped restore the livelihoods of nearly 4,000 households. The delivery of high-quality rice seeds aided 1,600 households in restarting agricultural activities essential for food and income. UNDP also focused on strengthening national and local capacities for disaster preparedness and risk reduction by undertaking risk profiles in selected townships, integrating risk reduction concerns in sectoral development plans and supporting community preparedness.

In 2015, floods swept through 15 of **Malawi's** 28 districts, displacing 230,000 people. UNDP supported the post-disaster needs assessment with the World Bank and European Union. Assistance also expanded immediate job opportunities through the repair of damaged structures, which contributed as well to improving resilience to future risks. Irrigation schemes vital to farmers were restored while trees were planted to

stabilize banks along rivers. As part of building a stronger, more diverse economic foundation, small agribusinesses in honey and cassava production, among others, received start-up grants and training on business and marketing skills. One cooperative advanced enough to begin packaging honey for export. An assessment of a community-based early warning system in one area became a step towards establishing new regional emergency operations centres for the most flood-prone districts, and strengthening local capacities to forecast, map and prepare for future hazards.

UNDP backed the establishment and training of an intergovernmental team of specialists in post-disaster needs assessments in coordination with the Center for the Prevention of Natural Disasters in **Central America**. The multidisciplinary team, with experts in finance, housing, agriculture, local governance, cultural heritage and basic services, provided subsequent national trainings in **El Salvador and Honduras. Guatemala, Honduras, Nicaragua and Panama** have developed national recovery frameworks, while **El Salvador** has adopted an official post-disaster needs assessment methodology. **Guatemala** has also revised construction codes integrating disaster risks in coordination with the Association of Municipalities. One disaster-prone municipality in **Honduras** has prepared a local recovery framework as a model of a post-disaster plan.

Tropical Cyclone Pam wreaked havoc in **Vanuatu** in March 2015, affecting more than half the population on 23 islands. UNDP collaborated with the World Bank, European Union and UN system to support a post-disaster needs assessment, followed by the development of a National Recovery and Economic Strengthening Plan for recovery. To speed recovery, UNDP quickly initiated the safe removal and recycling of tons of debris, including by providing heavy equipment to municipalities and encouraging the hiring of people from affected communities. On Tanna island, a sawmill operation transformed fallen trees into enough lumber to rebuild up to 800 homes, while a partnership with public works departments on six islands repaired community buildings with an emphasis on those that could restore livelihoods, such as central markets. More than 700 coffee farmers were able to clean and prune their plantations. In the Shepherd islands, UNDP brought in four tons of *pandanus* leaves, helping 1,100 women restart traditional businesses for weaving mats and baskets.

Recovery from violent conflict through expanding livelihoods and economic opportunities

In 2015, UNDP-supported programmes in 23 crisis-affected countries resulted in 5.3 million people, including more than 2 million women, benefitting from improved livelihood opportunities and access to socioeconomic services. Women and girls received nearly half the monetary benefits from temporary employment and early recovery programmes, up from 38 percent in 2014.²

To ensure the incorporation of gender concerns into early recovery programming in the **Syrian Arab Republic**, UNDP helped 140 NGOs and women-led organizations in 11 of 14 governorates develop skills related to gender-responsive recovery, resilience, programme management and social cohesion. A livelihoods programme created emergency employment opportunities for nearly 5,100 women in governorates highly affected by the crisis, including specialized vocational training for women heading their households.

UNDP supported the operationalization of the Executive Bureau of the Supreme Commission for Reconstruction and Development in **Yemen** within the framework of planning for post-conflict recovery. Other assistance included engagement in the preparation of the preliminary Damage and Needs Assessment for Yemen, undertaken through cooperation among the United Nations, World Bank, European Union and Islamic Development Bank. It sets the parameters for needs that must be met to move towards stabilization, reconciliation and peacebuilding.



A store owner affected by Cyclone Pam.
(Photo: UNDP/Silke von Brockhausen)

² Aggregated data from Integrated Results and Resources Framework 2015 results reporting against Strategic Plan

Strategic Plan

Output supported:

6.1. From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women

In the **Democratic Republic of the Congo**, UNDP has initiated a community-based early recovery programme that connects stabilization, the rule of law, livelihoods and local governance. A process of building consensus on core principles of early recovery has brought together government and donor representatives, UN organizations and a range of humanitarian partners. Early progress forward in the eastern part of the country include measures to improve value chains for small palm oil producers, boosting livelihoods and creating jobs, while a new mechanism has been developed to foster coordinated early recovery support for internally displaced people. In North Kivu, the provincial government has set up the Forum for Durable Solutions specifically to address longer term issues among people who are displaced.

In **Colombia** in 2015, as part of a joint global initiative by UNDP, the United Nations High Commissioner for Refugees and the World Bank, the Transitional Solutions Initiative supported recovery and development interventions for refugees and internally displaced people as well as members of host communities. The programme has contributed to overcoming vulnerability in 17 locations, benefiting more than 38,000 people. It has helped achieve legal security of tenure in eight communities, reaching over 8,400 beneficiaries. New or improved community infrastructure in 13 communities has restored essential services and strengthened prospects for economic development. Over 3,300 people learned about their rights as victims of conflict, while 55 grass-roots organizations are better able to mobilize communities and self-protection networks.

Comprehensive recovery programmes—livelihoods, social cohesion and justice

Syrian refugees comprise nearly 10 percent of the population in **Jordan**, an influx that has pressured already strained public services. The unemployment rate has steadily climbed, increasing the risk that frustration could tear at the social fabric. UNDP has helped mitigate tensions through the innovative 3x6 employment strategy, which puts people to work while also promoting savings, encouraging entrepreneurs and encouraging people to work together on community initiatives that build common ties. The 3x6 approach is made up of three organizing principles, inclusiveness, ownership and sustainability, as well as six discrete steps, enrolment, rapid income generation, savings, joint ventures, investing and expanding markets.

In six highly vulnerable municipalities, over 700 men and women were selected for cash-for-work activities with a social benefit, such as distributing winter clothes for the poor and building public gardens.

A young Jordanian from Jarash takes part in UNDP's month-long vocational training programme in order to qualify as a dressmaker and find work. (Photo: UNDP/ Alessandra Blasi)





Ex-combatants benefited from training that allowed them to reconcile with communities and break the circle of violence in the Democratic Republic of Congo. (Photo: UNDP/ Benoit Almeras)

About half went on to learn the basics of building a small business, and most established new enterprises in hairdressing, construction, car repair and other services. Some created ‘group’ businesses to pool financial and human capital. Customized support has helped new entrepreneurs stay afloat, including through access to mentoring sessions and financial services. Assistance in some cases is delivered in novel ways, such as through mobile clinics where veterinarians provide livestock businesses with vaccinations and new information.

UNDP has supported conflict-related development analysis as a starting point for designing grant mechanisms to reinforce community cohesion and rapid response actions to resolve conflicts. The analysis builds on extensive inputs from community members, civil society, local governments and the private sector to define dynamics that help or hinder peace. This information is critical to strategies under the grant mechanisms and, more broadly, to local development plans that include and meet the needs of all groups across essential areas such as justice, education, political participation, health and the environment.

Nearly 12,000 people participated in a similar 3x6 UNDP programme for youth economic empowerment in **Yemen** in 2015, despite continued deterioration of political, economic and security conditions. For the first time, business support centres were launched in Sana’a and Taizz with an emphasis on aiding young entrepreneurs through advisory and coaching services. A thousand young people in Aden and Abyan took part in cash-for-work activities in tandem with community development committees, helping to repair roads and irrigation canals, and rehabilitate schools. Youth were encouraged to open savings accounts, often for the first time, and to learn financial literacy and business skills.

A cash-for-work programme in the Abs and Khayran districts involved 200 young women trained to campaign for greater community awareness on hygiene and sanitation issues, and over 300 men to clean streets and paths. The campaign reached nearly 62,000 people. Vocational training helped over 300 young people learn new skills related to water and sanitation, such as water purification, harvesting and plumbing. They were provided coaching to devise business plans in line with an assessment of market opportunities; over 100 youth have received initial capitalization.

In the **Central African Republic**, the people of Bangui have suffered from violence, interreligious tensions, population movements and economic collapse. UNDP assistance reached out to young people, providing alternatives to joining armed groups and offering impoverished women hope for recovery. A market study informed a training scheme to provide livelihood opportunities in the most promising economic sectors. The scheme helped youth acquire skills in fields such as sewing, carpentry and auto repair, and also assisted them in the legal processes required to start new enterprises. Financial education helped in setting up bank accounts for the fledgling businesses and managing start-up grants covering initial costs.

Since entire neighbourhoods had suffered from destruction, young people and poor women were also enlisted in cash-for-work initiatives linked to the resumption of economic activities and the restoration of social cohesion, such as clearing debris from markets, streets, and sports and recreation facilities. Across the country, under a broader programme, UNDP interventions provided nearly 3,800 women with temporary employment, including small commercial and agricultural businesses and public works projects.

UNDP assistance in **Mali**, still fragile from recent crisis, also sought to improve socioeconomic opportunities for youth. UNDP provided small allowances and training on various trades for young people to participate in the rehabilitation of infrastructure, including the Youth House in Timbuktu and the Youth Camp in Mopti. Grants have helped youth associations explore economic possibilities linked to food processing, fishing and handicrafts.

Côte d'Ivoire Comprehensive Recovery Programme

Côte d'Ivoire is making steady progress in restoring security and stability after several years of political strife. By 2015, with UNDP's support, a disarmament, demobilization and reintegration programme drew to a close, having reintegrated over 69,000 ex-combatants and collected over 40,000 weapons. Continued support for the resocialization of former combatants contributed to calm during the 2015 elections. One UNDP-assisted programme works with nearly 2,000 ex-combatants on

skill development for a green economy, including plastic waste management and solar energy services.

Following the conclusion of the Commission for Truth and Reconciliation Dialogue in late 2014, the National Reconciliation and Victims Compensation Commission was launched in early 2015 to provide reparations. Nearly 80,000 victims have been identified. UNDP assistance has helped institute processes to provide compensation, starting with an initial group of 4,500 people.

Other efforts have focused on stopping gender-based violence, including through strengthening the collection of evidence. Training on women's human rights through the Association of Women Jurists of Cote d'Ivoire reached a cross-section of first responders to cases of violence, including the police and health-care providers. Focal points for gender-based violence are now in place in the police, gendarmerie and Republican Forces as well as in a number of public prosecutors' offices.

A post-conflict recovery process has strengthened the foundation for development in northern **Uganda**, and sought to close the gap between the region and the rest of the country. UNDP support emphasizes community justice and security as well as expanded economic opportunities and responsive local governance. Activities in 2015 included training traditional justice leaders—often preferred as the first option for settling disputes—on mediation to solve common local disagreements such as those around property rights. New community policing initiatives involve regular community sessions on safety and crime prevention. Task forces on small arms and light weapons have sensitized communities on preventing proliferation while new District Peace Coordination Platforms convene district, police and community leaders to manage security issues, including early detection of risks.

The programme has worked with several dozen women's and youth cooperatives oriented around agriculture and other livelihood activities to improve financial management and establish basic systems for governance and communications. Gender participatory capacity development resulted in improved gender planning at the district and subcounty levels. Market analysis has opened better access for over 12,000 farmers, while two vocational schools have increased their facilities and quality of training, and can accommodate an additional 1,500 rural youth.

FINANCIAL SUMMARY

CRISIS PREVENTION AND RECOVERY THEMATIC TRUST FUND

TABLE 1: SUMMARY

Description	Amount
Contributions	44,297,536
Expenditure	79,080,571

Note: All expenditure figures contain carryover funds from 2014 as well as 2015 contributions.

**FIGURE 1:
TOP 10 DONORS**

**TABLE 3: EXPENDITURES BY
THEMATIC WINDOW**

Thematic Window	Amount
Conflict Prevention and Recovery	49,596,164
Disaster Risk Reduction	8,363,002
Early Recovery	16,259,761
Gender Equality	998,513
Policy and Programme Support	3,863,131
TOTAL	79,080,571

**TABLE 2:
CONTRIBUTIONS BY DONOR**

Donor	Amount
The Netherlands	13,261,268
United Kingdom	5,932,889
United States	5,411,747
Switzerland	5,162,516
Sweden	4,961,873
Norway	3,089,407
Islamic Development Bank	2,189,677
Japan	2,091,361
Australia	585,921
Qatar	508,680
Azerbaijan	500,000
Luxembourg	270,856
Germany	189,492
Republic of Korea	40,000
Trinidad and Tobago	33,213
Austria	30,000
New Zealand	15,588
Ireland	10,929
Holy See	5,000
Belgium	4,096
Israel	2,023
Other	1,000
TOTAL	44,297,536

FIGURE 2:
EXPENDITURES BY REGION

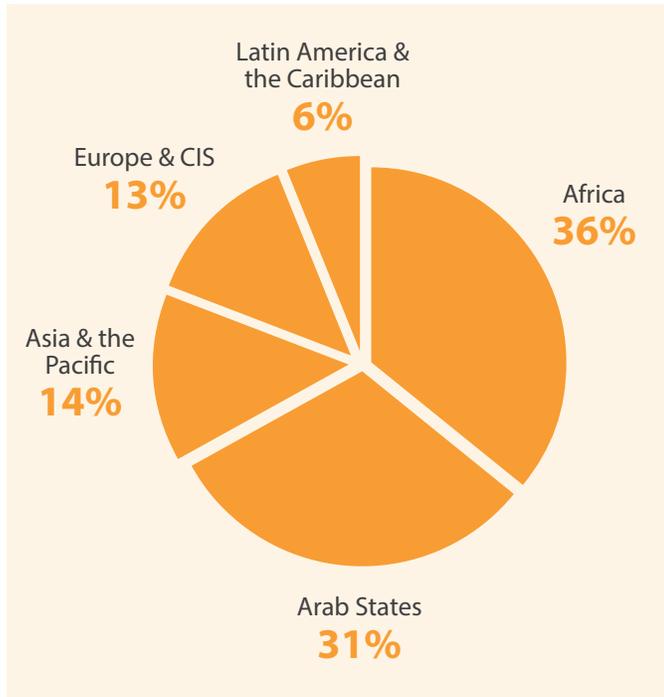
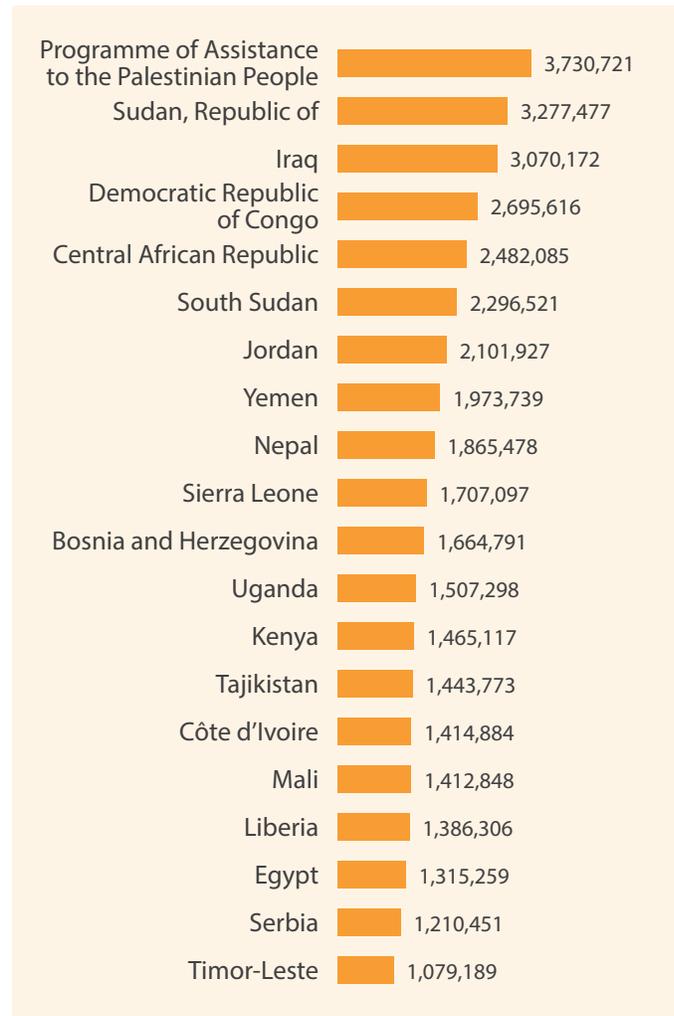


FIGURE 3:
20 COUNTRIES WITH HIGHEST EXPENDITURES



**TABLE 4: EXPENDITURES -
COUNTRY, REGIONAL, GLOBAL**

Country/Location	Amount
Afghanistan	338,374
Armenia	317,242
Bahrain	64,831
Bangladesh	293,231
Belarus, Republic of	209,393
Benin	97,450
Bhutan	101,397
Bolivia	299,815
Bosnia and Herzegovina	1,664,791
Burkina Faso	382,668
Burundi	133,212
Cameroon, Republic of	217,081
Cape Verde	63,522
Central African Republic	2,482,085
Chad	589,993
Colombia	573,297
Comoros	149,757
Costa Rica	3,803
Côte d'Ivoire	1,414,884
Cuba	287,391
Democratic Republic of Congo	2,695,616
Egypt	1,315,259
El Salvador	7,869
Eritrea	450,547
Ethiopia	119,305
Fiji	314,663
Gambia	6,638
Georgia	577,443
Ghana	21,125
Guatemala	795,839
Guinea	351,798
Guinea-Bissau	487,466
Guyana	234,604
Haiti	508,362
Honduras	693,435
Indonesia	624,244
Iraq	3,070,172
Jamaica	99,740
Jordan	2,101,927
Kazakhstan	1,478
Kenya	1,465,117
Kosovo (As per UNSCR 1244)	1,072,057
Kyrgyzstan	602,730
Lao People's Democratic Republic	37,633
Lebanon	867,376
Lesotho	211,500
Liberia	1,386,306
Libya	694,891
Macedonia, FYROM	10,261
Madagascar	125,869
Malawi	234,129
Maldives	564,136
Mali	1,412,848
Marshall Islands	15,549
Moldova, Republic of	275,499
Mozambique	821,038
Myanmar	971,770
Nepal	1,865,478
Nicaragua	138,667
Niger	100,107
Nigeria	434,776
Pakistan	345,752
Papua New Guinea	192,473
Paraguay	179,994
Peru	129,247
Philippines	352,601
Programme of Assistance to the Palestinian People	3,730,721
Rwanda	187,495
Serbia	1,210,451
Sierra Leone	1,707,097
Solomon Islands	657,178
Somalia	485,229
South Sudan, Republic of	2,296,521
Sri Lanka	430,607
Sudan, Republic of the	3,277,477
Syria	536,304
Tajikistan	1,443,773
Tanzania, United Republic of	326,741
Thailand	638,583
Timor-Leste	1,079,189
Togo	764,443
Trinidad and Tobago	36,113
Tunisia	878,839
Turkmenistan	18,550
Uganda	1,507,298
Ukraine	719,905
Uzbekistan	71,513
Viet Nam	83,912
Yemen	1,973,739
Zambia	379,849
Zimbabwe	308,909
Regional - Arab States	991,124
Regional - Africa	180,145
Regional - Asia and the Pacific	333,822
Regional - Europe and CIS	272,187
Regional - Latin America and the Caribbean	184,333
Global - Conflict Prevention and Recovery	5,151,032
Global - Disaster Risk Reduction	870,692
Global - Early Recovery	3,232,098
Global - Gender	582,012
Global Policy and Programme Support	3,863,131
TOTAL	79,080,571

CHAPTER 2. DEMOCRATIC GOVERNANCE THEMATIC TRUST FUND

The Democratic Governance Thematic Trust Fund (DG TTF) has helped countries around the world establish the foundations of governance that provides people with a voice, upholds accountability, and builds on strong institutional foundations to deliver the services essential to sustainable development and human rights. DG TTF-supported initiatives have backed freer, fairer elections, and new constitutions firmly grounded in international norms. They have helped stem corruption, and increase access to justice through the expanded provision of legal aid. Assistance to core government functions has resulted in more effective civil services, and reduced barriers to women's leadership. Engagement with local authorities on the frontlines of public service delivery has improved responsiveness and laid foundations for peace in conflict-affected countries.



UNDP's programme in Pakistan, Strengthening the Rule of Law in Malakand Division, promotes the rule of law by enhancing justice and security, contributing to the whole of UN efforts to achieve SDG 16 for just, peaceful, and inclusive societies. (Photo: UNDP Pakistan)

Activities supported by the DG TTF under this body of work are in line with UNDP Strategic Plan

Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services

Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment

Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles



Participants from the Arab States holding certificates upon completion of a constitution-making workshop.

Many of the DG TTF's contributions have positioned UNDP to support rapid progress under SDG Goal 16, on just, peaceful and strong institutions. It orients global action to reduce violence and corruption, advance the rule of law, develop accountable and effective institutions, and ensure representative decision-making, among other targets. UNDP will continue standing by countries and communities to achieve these essential aims. They not only define the quality and strength of democratic governance, but could bring peace and prosperity to all people, promising a future of sustainable and inclusive development.

IMPROVED ACCOUNTABILITY, PARTICIPATION AND REPRESENTATION

At the heart of a robust social contract between the state and society are systems and processes of democratic governance that enhance accountability of decision-makers, and participation and representation of various groups in the community. In a variety of political settlements, constitutional debates provide a great opportunity to shape the content of the social contract. Electoral processes continue to be a major vehicle for vertical accountability but they are not sufficient. Equally important is the existence of a civic space through which different groups in society – women, youth, elderly people, disabled people, environmental activists etc. – can engage with each other and air their voice. More than ever, the opinions of young people – representing now 24 percent of the world population – need to be brought into the decision-making processes. That is why UNDP's efforts over the year have focused to a large extent on this particular group of civil society.

Voice and participation is important, but even the most open and participatory society will start to face tensions, when people are confronted with an ethical decline that was made visible through the radical transparency movement behind the Panama papers and other new whistleblower platforms. High levels of corruption are equated with high levels of inequality and has now also been identified as a major driver for violent extremism. UNDP therefore continues to make the fight against corruption one of the cornerstones of its work on democratic governance.

As **Guatemala** headed into elections in 2015, the Electoral Management Body called on the United Nations to conduct a needs assessment, which shaped a UNDP programme of legal and strategic support to the five electoral Commissioners, four of whom were new in their posts. Legal experts helped them with the delicate task of guiding the election in a sensitive environment, covering issues such as the eligibility of candidates and the announcement of results. Assistance in the areas of communication supported voter education, including through public outreach videos targeting indigenous populations, while stronger data security resulted from providing ICT expertise. Voter turn-out exceeded expectations.

Strategic Plan Output supported:

2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions

Sierra Leone's constitutional review was recommended by the Lomé Peace Agreement and the Truth and Reconciliation Commission. UNDP has helped the Constitutional Review Committee scale up public engagement. Nationwide consultations have involved district and ward level meetings to solicit public opinions on issues including the roles of different branches of government, human rights, citizenship and the use of natural resources. Over 60 civil society groups have backed a campaign for good governance, and 20 have set up "Constitution Kiosks" that help people fill out forms to share their views. So far, 10,000 consultations have been held, an unprecedented process that has galvanized awareness and interest among ordinary Sierra Leoneans who want to shape a better future for their country.

Collaborating with UN Women and OHCHR, UNDP has helped the Constitutional Reform Committee in **Grenada** strengthen Bill of Rights provisions on non-discrimination and gender equality. Other support has helped prepare civil society organizations to embark on an ambitious new national civic education programme.

Constitutional Drafting - Libya

Four years after the 2011 revolution in Libya, the overall political situation remains deeply divided, although the 2015 UN-brokered peace deal provided hope for forming a Government of National Accord. Political crisis has not only impacted the overall socioeconomic and humanitarian situation, but delayed adoption of the new Constitution. Its drafting is one of the key elements of Libya's transition.

UNDP, facilitated by the DG TTF, and in cooperation with the United Nations Support

Mission in Libya, has helped bring members of the Constitutional Drafting Assembly together, including those who initially boycotted the process, and representatives of minorities. They have worked on resolving pending issues in a consultative process aimed at establishing a future political structure that upholds the peaceful transfer of power and guarantees human rights. UNDP provided constitutional and mediation experts to support sessions of the Assembly in Libya and Tunisia; other experts worked with sub-committees on essential concerns related to

youth and women's rights, minority rights, governance, resource distribution, elections and parliament.

A breakthrough agreement on the second draft of the Constitution resulted, covering 95 percent of 210 articles. Its inclusive formulation has fostered an environment for open political discourse on democratic transition, shaped by political parties and citizens now more accustomed to exchanging ideas on critical issues facing their country.

Taking a stand against corruption

Recognizing that corruption is a major bottleneck to development, UNDP works with governments, civil society, media, and bilateral and multilateral institutions to respond to the growing demand for support with anti-corruption efforts. DG TTF funds have helped strengthen national anti-corruption policies and institutions, develop capacities and raise awareness.

Globally, UNDP played an important role in 2015 in facilitating discussions on anti-corruption commitments in the SDGs, building on agreements at the 16th International Anti-Corruption Conference and the United Nations Convention Against Corruption. At a G-20 side event in Turkey and the meeting of the States Parties to the Convention in Russia, Kyrgyzstan, Serbia, Ukraine and Uzbekistan, which drew on UNDP seed funding to establish baseline measurements of data accessibility, committed to establishing open data portals, as well as engaging with civil society and using data to address public policy.

UNDP helped coordinate the UN system and with other partners to make the most of global advocacy on International Anti-corruption Day in 2015. The “Break the Corruption Chain” campaign mobilized more than 120 public and private entities, civil society organizations and educational institutions, and reached more than 150 million people through print, broadcast and social media. On the day, UNDP launched eight online courses, available at www.anti-corruption.org, including on mitigating corruption risks in the education, health and water sectors, further bolstering its place as a knowledge hub on anti-corruption measures.

In 2015, UNDP’s Global Anti-corruption Initiative or GAIN organized the 6th Global Dialogue on Anti-corruption in Malaysia. Almost 100 participants from donor and programme governments as well as UNDP discussed how to make anti-corruption programming more effective in the context of the SDGs. The dialogue provided recommendations for UNDP moving forward, and reinforced it as a lead player in the field, particularly in expanding anti-corruption norms in development processes.

In **Kosovo**, UNDP continued supporting an online corruption reporting platform, www.kallxo.com, with around 5,000 cases reported by citizens. A corruption risk assessment of the energy and mining sector flagged risks that were integrated in government strategies under the Extractive Industries Transparency Initiative. In line with anti-corruption legislature, UNDP worked with five municipalities to develop and comply with integrity plans.

Walk against corruption. (UNDP Malaysia)



Papua New Guinea has moved forward with the rollout of its “phones against corruption” strategy, which allows anyone with a mobile phone to report a possible case of corruption by sending an SMS message. Over 6,000 messages from 1,550 users have led to the investigation of 251 cases. As a result, two public officials were arrested for fund mismanagement.

UNDP helped the Anti-corruption Commission of **Namibia** build capacities to investigate and prevent corruption, including through a new National Anti-Corruption Strategy and Action Plan. The Commission has drawn on UNDP’s global network for expertise on strategies in other countries and for a review under the United Nations Convention Against Corruption that led to compliance with the Convention’s standards. Through triangular cooperation, **Viet Nam** became the pilot country for adapting the **Republic of Korea’s** Anti-Corruption Initiative Assessment tool.

Building on a well-established methodology to assess corruption risks in specific sectors such as water or climate finance, UNDP assisted **Indonesia** to become the first country in the world with an assessment tool for extractive industries. The tool which has also been applied in Kosovo and Kyrgyzstan, measures the effectiveness of anti-corruption measures, and provides guidance on developing better practices.

UNDP has also supported countries in the assessment of corruption risks within the context of disaster preparedness and response. After the earthquake in **Nepal**, UNDP helped the government develop an integrity strategy to mitigate increased risks of corruption linked to relief and reconstruction. Fifteen women leaders in the **Philippines** were trained to spearhead monitoring of integrity in disaster risk reduction and local development plans and budgets.

The Cabinet of **Thailand** endorsed a new Public Procurement Act, supported by UNDP, that is grounded in international standards. UNDP’s sponsorship of “Refuse to Be Corrupt” youth cafés—in partnership with True Coffee, one of the largest coffee chains in the country—prompted strong interest from universities and students in joining the Thai Youth Anti-Corruption Network. The cafés provide space for students to discuss corruption concerns, with revenues used to finance a variety of advocacy and awareness measures. Positioned to shape the thinking of future public and private leaders, the network now reaches more than 7,000 students in over 90 universities nationwide.

Moldova’s score on the Corruption Perception Index has declined in recent years, with education among the most affected areas. Corruption manifests there through a wide range of practices linked to gift-giving, plagiarism and cheating on exams. With UNDP assistance, the Ministry of Education adopted a formal Ethics Code for Teachers and School Managers in 2015, aimed at establishing common standards for ethically correct practices. UNDP has also helped empower youth to devise their own solutions to staunch corruption. In 20 rural communities, youth groups were convened to exchange ideas. Seven groups received assistance to prevent corruption and encourage transparency in their schools, such as by engaging with peers to develop their own codes of ethics and establishing online registers to track academic performance.

Engaging civil society

In the **State of Palestine**, UNDP encouraged youth to learn about the concept of social accountability, and then to practice it by taking on public leadership roles. In four localities, youth councils were formed, with members trained on leadership and planning skills. Each council devised a project and worked with community members and municipalities to implement it. In the municipality of Beit Fajjar, the council worked on the issue of industrial sludge waste, successfully advocating for safety information that is now routinely distributed in factories processing the waste. It also persuaded the municipality, for the first time, to open the doors of municipal meetings to the public. In Nusseirate, the council worked hand in hand with the municipality on developing—and winning—a grant proposal for solar panel street lighting. It also worked on campaigns



Listeners of the Amani Community Radio - a tool available in the Masisj territory for peace. (Photo: UNDP DRC)

mobilizing people to keep streets and neighbourhoods clean. Youth who participated in the project reported that it unleashed a new sense of confidence in participating and understanding of how to make concrete improvements happen in their lives and in their communities.

2015 was a watershed year for young people

In 2015, UNDP started implementing its first-ever Youth Strategy (www.undp.org/youth), launched at the end of 2014, by scaling up its support for youth entrepreneurship and employment, civic engagement, political participation and peacebuilding, and giving special attention to young women and youth from marginalized groups.

Globally, thanks to the most inclusive consultations ever undertaken by the United Nations and its Member States, young people's concerns and ideas about the future they want have been reflected in the new 2030 Agenda. With UNDP's support, including as co-chair of the UN Inter-Agency Network on Youth Development, young people played a key role in forging the Agenda by telling the international community their needs and ideas. They were represented in the negotiations through the Major Group for Children and Youth, a formal stakeholder in UN processes.

Foreseeing the need to better integrate youth participation in governance that will guide implementation of the 2030 Agenda, UNDP helped forge a new partnership on youth, governance and accountability with UN, youth-focused and youth-led organizations. Its objectives include the better inclusion of youth in national indicators to measure progress on the SDGs.

In **Jordan** in 2015, UNDP co-organized with UN and civil society partners the First Global Forum on Youth, Peace and Security. Over 200 young peacebuilders from more than 100 countries participated. They issued the Amman Youth Declaration, which urged adoption of a Security Council resolution on how young people can—and must—participate in peacebuilding and preventing violent extremism. Following the conference, the United Nations Security Council adopted the groundbreaking resolution 2250 on youth, peace and security. For the first

time, it recognizes that “young people play an important and positive role in the maintenance and promotion of international peace and security.”

UNDP became a founding partner of the new Global Initiative on Decent Jobs for Youth, led by the International Labour Organization. It aims to define an ambitious UN strategy on youth employment.

In the **Caribbean**, a regional workshop co-organized with the UN Department of Economic and Social Affairs and the Commonwealth sought to enhance the capacities of youth directors and policy officers in designing, implementing and monitoring evidence-based youth policies. Support in **Somalia** for national consultations on youth, peace and security resulted in an enhanced coalition of youth organizations and movements, which lobbied political candidates in 2016 to commit to the Somali Youth Pact.

STRENGTHENING INSTITUTIONS TO DELIVER SERVICES

Participation, civic engagement and more accountable and transparent governance systems are essential for a robust social contract. Yet these alone are not sufficient to sustain the legitimacy of the social contract between state and people. People at all levels and in all communities also need to have easy access to quality services including justice and security. That is why UNDP's efforts over the year have focused also on strengthening institutions that can deliver these essential public goods. It explains why UNDP is directing an important portion of efforts and resources to the justice and security sector (see also the Chapter on the Conflict Prevention and Recovery Thematic Trust Fund). It also explains UNDP's focus on restoring Core Government Functions of Public Administration, strengthening local governance systems and supporting the extension of state authority in fragile and conflict affected settings. The criticality of responsive, accountable and transparent institutions for peaceful, just and inclusive societies has been acknowledged in the new sustainable development agenda.



Civil servants in Djizak and Namangan 'Khokimiyats' (local administration offices) honing their ICT skills and learning about ICT trends and the official policy for ICTs in public administration.
(Photo: UNDP Uzbekistan)

Bolstering core government functions

Throughout 2015, UNDP built on its leadership role supporting the core functions of government, including through acting on recommendations from the 2015 review of the UN peace operations. This resulted in restarting the UN Inter-Agency Platform on Core Government Functions, which fosters close collaboration among UN development agencies, the UN Secretariat and the World Bank.

Further consolidation of UNDP's partnership with the World Bank in supporting the restoration of core government functions in the aftermath of conflict centred on refining a joint diagnostic tool. Piloting took place in Libya and South Sudan to the extent allowed within the security constraints.

An integrated UNDP governance programme in the **Maldives** has helped strengthen functions related to elections, the justice system, the civil service and local government. The Election Commission developed a five-year strategic plan, with the close involvement of political parties and civil society organizations, and debuted a civil education curriculum covering issues such as democratic systems, electoral processes and citizenship. A new Training Policy was devised for the Civil Service Training Institute, while the Local Government Authority adopted a Strategic Action Plan. It includes training informed by best practices in local planning documented by UNDP, with an emphasis on the contributions of Women's Development Committees. As part of demonstrating the value of local dialogue, UNDP worked with the Authority and four communities in one area to discuss community issues and create follow-up action plans.

The programme in the Maldives has also helped deepen understanding of a new penal code. UNDP supported training on the code that reached over 4,000 people, and assisted in establishing the Legal Sector Resource Center in the Attorney General's Office as a permanent source of knowledge. Additionally, the Supreme Court endorsed a new Judicial Training Curriculum, the evolution of which was supported through South-South Cooperation with the Attorney General's Chambers of Malaysia.

With UNDP support, nine government institutions in **Timor-Leste** underwent rigorous assessments that produced specific recommendations on improving leadership, management, coordination and capacity. Each assessment involved in-depth functional reviews with corresponding action plans to build high-performing bodies equipped to deliver social services and implement national development strategies. UNDP's technical support on institutional reform took the shape of a functional review leading to the formulation of a long term national plan for strengthening the institutional capacity of the public sector in Timor-Leste.

With UNDP support, **Yemen** established the Supreme Commission for Reconstruction and Development, through advisory services to the government on international experiences and lessons to manage and implement recovery frameworks. The Commission has affirmed that restoring core government functions is a priority to improve public services and build confidence, thereby linking state building efforts inextricably to the efforts to build and sustain peace in Yemen. The Commission has also integrated restoration of core functions such as aid management and local governance systems.

In **Ukraine**, UNDP coordinated, on behalf of the UN country team, the completion of a recovery and peacebuilding assessment in the government-controlled areas of eastern Ukraine, in partnership with the Government, European Union and World Bank. Endorsed by the Cabinet Ministers as a national framework, the assessment prioritizes infrastructure and social services, economic recovery, and peacebuilding and community security. The new Ministry of Occupied Territories and Internally Displaced People has been established to oversee the recovery process and is developing a state programme based on the assessment.

In the **State of Palestine**, following the 2014 formation of the National Consensus Government, UNDP assisted initial dialogues around civil service integration across the West Bank and Gaza, and public administration reform. UNDP helped stakeholders to prepare options and plans for civil service integration. In addition, it supported several initiatives aiming to involve youth and women in the efforts to promote national reconciliation. An exchange on reform issues with Singapore led to the first visit of its Prime Minister to the State of Palestine. The Singapore Ministry of Foreign Affairs subsequently agreed to support the State of Palestine's General Personnel Council on customized training for civil servants. UNDP helped the Council draft a strategic plan for 2016-2022, and develop early concept papers on meritocracy in the civil service and the modernization of public administration.

Regional instability in the Arab States, the demands of external migration and a weakened economy have all pressured **Jordan's** public administration, including in terms of providing sufficient essential services. UNDP has supported the Ministry of Public Sector Development by developing a Policy Options Paper that devises a gradual approach to strengthening the capacities needed by the public sector to deliver services in response to current needs arising from the Syrian refugee crisis. With ongoing policy support from UNDP, the Government of Jordan is designing a response to the lack of public sector capacity to cope with service delivery challenges ensuing from the Syrian crisis.

A UNDP-led initiative on effective and accountable public administration in the **Arab region** culminated in the Regional Conference on Public Administration Reform in the Arab States in 2015. The conference was based on an extensive priority-setting exercise, with the participation of all countries in the region, as well as the publication of three knowledge products providing evidence on public administration reform in complex political environments such as the aftermath of the Arab Spring and the political transitions in Central and Eastern Europe over the past two decades³. The combination of country consultations, knowledge products and a regional event culminated in a series of recommendations on reform and innovation, including to

³ The three reports produced are (i) Making the State Work – lessons from 20 years of Public Administration Reforms in Central and Eastern Europe and the Former Soviet Union (UNDP, 2015); (ii) Defining the Challenge – Making the Change – a study of public administration reform in the Arab States (UNDP, 2015); and (iii) The Political Economy of Public Administration – a study of the Arab Transitions (UNDP, 2015).

strengthen the focus on restoration of core government functions in the aftermath of conflict and to ensure public institutions are more representative of the societies they serve. UNDP is using the recommendations to guide its work in the region on public administration in transition settings, where it is mandated to lead the UN system.

Worldwide in 2015, UNDP began implementing the recommendations of its 2014 Global Report on Gender Equality in Public Administration, as part of supporting women's increased representation and leadership in public service. With the adoption of the 2030 Agenda and its indicator on equal representation in public institutions, a priority was to map existing data on women in public service. With 25 graduate researchers at the University of Pittsburgh, UNDP produced an initial analysis of civil servant monitoring systems in 130 countries. This was the first step towards developing a global tracking mechanism to help national and sub-national governments set targets for women, and monitor and advocate progress.

In partnership with the Organisation for Economic Co-operation and Development (OECD), UNDP developed a joint method for assessing barriers to women's leadership in parliaments, the judiciary and civil service. Piloting began in 2015 in **Indonesia**, at both the national and sub-national levels. Quantitative and qualitative evidence will shape policy and programmatic action to close gender parity gaps in public decision-making. Once the methodology is finalized, it will be ready for roll-out in all regions, including OECD countries still struggling with barriers to women's leadership.

In **Bhutan**, UNDP helped the Government, for the first time, to integrate gender-sensitive policies in civil service rules and regulations, aimed at increasing women's participation. Under the National Plan of Action for Gender, the Cabinet endorsed a six-month paid maternity leave along with six months of flexi-time, and extended paternity leave from 5 to 10 working days.



Women in Luvungi supported by UN joint program to fight against gender-based violence and strengthen women's empowerment in the Eastern DRC. (Photo: PNUD RDC / Fatou Tandiang)

UNDP supported **Nepal's** Ministry of General Administration in conducting orientations, training, coaching and career counselling for aspiring public servants from remote areas, including women and excluded groups, to prepare for the Public Service Commission entrance examinations. In 2015, 951 candidates were trained; over 60 percent were women. Out of the nearly 1,700 candidates who participated in the programme in 2014 and 2015, around 1,100, including 575 women, took section officer level entrance exams. The 175 people who qualified for the second round of exams included 68 women.

Fostering responsive sub-national institutions

Enhancing the lives and prospects of people at the local level is at the core of the internationally agreed development goals, and key to state- and peacebuilding. For the vast majority of men and women, in any country, local governance is the most accessible level of engagement with public authority and state institutions. It should facilitate development that is equitable, and accords with human rights and sustainable human development.

Through its 2015 publication of the Integrated Framework to Support Local Governance and Local Development, UNDP strengthened support for local governance and local development in partnership with other UN development agencies. Developed with UNCDF and UNV, the framework sets out how to engage with local governance actors to achieve the SDGs.

Affected by decades of violent conflict, the eastern part of the **Democratic Republic of the Congo** suffers from a massive breakdown in trust between the state and citizens. In three localities, UNDP joined UNCDF and MONUSCO to work with local authorities and communities on repairing relationships and laying a foundation for a transition to peace and development. The programme supported the establishment of a local development plan in each location based on strong public participation in defining diverse factors driving conflict and undercutting development, and specifying priority solutions. Communications skills were fostered among local authorities so that they can more effectively engage with the public. Towards greater accountability, a simplified training module guided greater understanding of legal provisions around public procurement. These skills are now being applied in initiating development projects specified in the plans, such as constructing a rural market in one area, and an administrative office in another.

As part of strengthening recovery from the ground up in **Ukraine**, UNDP is assisting local development efforts, including livelihoods for vulnerable groups, and supported a survey of decentralized governance to inform future support to core government functions such as service delivery. A high-level Conference on Local Governance and Decentralization in 2015, supported by the DG TTF, convened national and local governments to begin addressing the difficult challenges of decentralization and improved local government reforms in the context of a fragile peace. The meeting shared a number of successful UNDP programmes in Europe and the CIS. In **Albania**, support to local governance reforms and elections led to an increase in number of women in 61 newly established municipal governments.

In the **Former Yugoslav Republic of Macedonia**, UNDP has helped business centres provide advice attuned to small and medium enterprises in Skopje and Polog, and the East, Southeast and Southwest Planning Regions. Over 1,000 participants have attended 28 information events to learn about state instruments aiding enterprise development.

Upholding the rule of law

The rule of law is fundamentally about the relationship between people and state. UNDP supports states in delivering accessible and effective justice and security services, which builds confidence in a just government,

and promotes peaceful, and inclusive societies. With DG TTF funding, UNDP has helped countries strengthen the rule of law to meet the needs of their populations, increase universal access to legal services and integrate gender equality norms. A number of key policy developments have improved legal aid provision.

Support for victims and witnesses has been key to UNDP access to justice programmes in **Europe** and the CIS, including for survivors of sexual and gender-based violence and war crimes. In 2015, **Croatia** enacted the Law on the Rights of Victims of Sexual Violence in the Homeland War, drafted with UNDP support, which authorizes financial reparations for survivors of wartime sexual violence, and provides additional psychosocial assistance to them and their families.

In 2015, UNDP, in partnership with UNODC and other key actors, undertook a **Global Study on Legal Aid** to depict the current state of the availability and accessibility of legal aid services worldwide. The study illustrated gaps and areas requiring additional policy responses and programmes to facilitate access. Its recommendations cover issues such as filling the significant data gaps that persist, strengthening legal aid delivery systems and cultivating an array of partnerships involving private, civil society and government legal aid providers to fulfil the right to legal aid.

Among 107 countries that responded to the surveys, 70 offered official inputs as UN Member States, and 89 provided assessments from national experts. The report includes 51 detailed country profiles based on information generated through the survey. In-depth case studies from Afghanistan, Bangladesh, Brazil, Democratic Republic of the Congo, Georgia, Netherlands, South Africa, Tunisia and Turkey were also produced.

ACCELERATING ACHIEVEMENT OF INTERNATIONAL DEVELOPMENT GOALS

In September 2015, UN Member States adopted “Transforming Our World: the 2030 Agenda for Sustainable Development.” As a universal agenda that pledges to “leave no one behind,” it emphasizes key elements of democratic governance, peace, security, justice, tackling corruption, inclusive participation, access to information and human rights, among other issues. Lessons learned from the MDGs show that progress was often hampered by conflict, a lack of rule of law and weak institutions. Among the 17 SDGs, Goal 16 on peace, justice and strong institutions, is a valuable aspiration in its own right, and key to unlocking all other elements of sustainable development.

UNDP’s work on governance and peacebuilding is closely aligned with that of other UNDP teams leading on climate change and resilience, sustainable development and gender equality. With DG TTF funds, UNDP has already begun assisting Member States to lay the ground for the achievement of Goal 16 in a number of ways, including through dialogues on localizing the SDGs and the launching of the Praia Group on Governance Statistics. Support for a global alliance of Member States, civil society and the private sector is geared towards strengthening the capacity of states to report on the broad group of targets and indicators under the SDGs.

UNDP provided consistent support to the efforts of UN Member States to shape the 2030 Agenda and the SDGs and their associated targets and indicators of progress, including in the area of governance. It drew on longstanding experience in governance assessments, including through the UNDP Oslo Governance Centre, supported by the Government of Norway. The Centre is globally known for assisting national partners in measuring improved governance for development results, using a variety of methods capturing quantitative and qualitative dimensions.

The Praia Group on Governance Statistics was endorsed by the UN Statistics Commission at its meeting in March 2015 with a mandate to contribute to establishing international standards and methods for the compilation of governance statistics and supporting the development of methodologies for global SDG indicators. Working through to 2020, the group provides a forum for national and international statistical organizations, international agencies, academia, research groups and civil society organizations to share and develop expertise in governance statistics.

A UNDP-sponsored global consultation on localizing the 2030 Agenda built on sub-national dialogues in 13 countries in five regions. It resulted in a series of recommendations summarized in the Turin Communiqué. For example, these called for national governments to commit to providing localities with adequate legal frameworks and institutional and financing capacities, for ensuring territorial approaches to sustainable development, for establishing SDG indicators that reflect local concerns, and for fostering South-South cooperation to back SDG localization.

Parliamentary engagement in monitoring the achievement of Agenda 2030 continued to be strengthened via numerous workshops with parliamentarians and parliamentary administrations. Amongst the first of these were held in Mauritius and Lesotho. They focused on the fitness for purpose of institutional rules and arrangements for the oversight role, especially as it relates to the SDGs.

FINANCIAL SUMMARY

DEMOCRATIC GOVERNANCE THEMATIC TRUST FUND

TABLE 1: SUMMARY

Description	Amount
Contributions	8,887,038
Expenditure	11,948,573

Note: All expenditure figures contain carryover funds from 2014 as well as 2015 contributions.

TABLE 2: CONTRIBUTIONS BY DONOR

Donor	Amount
Norway	3,796,647
Australia	2,900,140
Germany	1,104,972
Luxembourg	1,058,824
Estonia	26,455
TOTAL	8,887,038

FIGURE 1: EXPENDITURES BY REGION

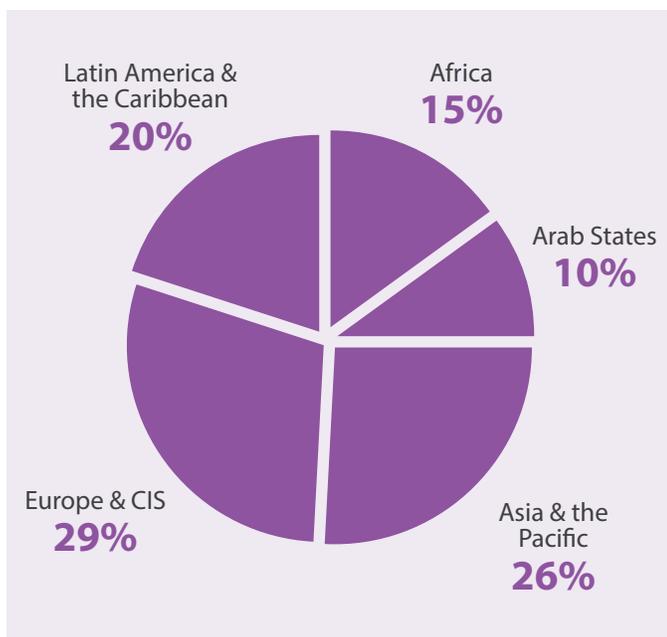
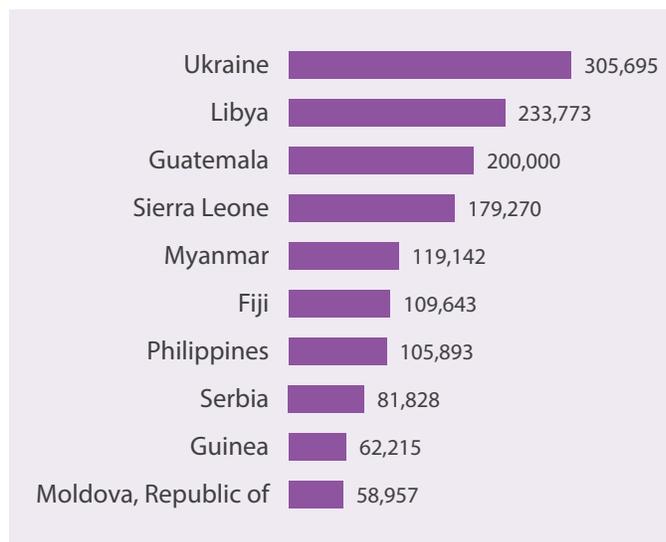


FIGURE 2: 10 COUNTRIES WITH HIGHEST EXPENDITURES



**TABLE 3: EXPENDITURES -
COUNTRY, REGIONAL, GLOBAL**

Country/Location	Amount
Armenia	43,195
Barbados	51,327
Benin	5,681
Brazil	28,347
Chile	11,344
China	41,889
El Salvador	15,924
Fiji	109,643
Guatemala	200,000
Guinea	62,215
Guinea-Bissau	2,535
Kosovo (As per UNSCR 1244)	11,200
Libya	233,773
Maldives	57,857
Moldova, Republic of	58,957
Myanmar	119,142
Nepal	17,638
Pakistan	30,919
Papua New Guinea	8,574
Philippines	105,893
Programme of Assistance to the Palestinian People	26,794
Serbia	81,828
Sierra Leone	179,270
Thailand	4,319
Ukraine	305,695
Uzbekistan	2,186
Regional - Africa	158,018
Regional - Asia and the Pacific	201,715
Regional - Arab States	4,248
Regional - Europe and CIS	280,100
Regional - Latin America and the Caribbean	231,063
Global - Local Governance and Public Administration	251,234
Global - Access to Justice	454,565
Global - Elections	708,466
Global - Anti-corruption	1,636,990
Global - Sustainable Development	1,854,910
Global Policy and Programme Support	4,351,117
TOTAL	11,948,573

CHAPTER 3. ENVIRONMENT THEMATIC TRUST FUND

The Environment Thematic Trust Fund (ETTF) invests in UNDP's efforts to help countries better connect social progress, economic growth and environmental sustainability, as envisioned by the 2030 Agenda. A number of ETTF-assisted programmes have resulted in new capacities to integrate poverty reduction, the environment, climate change, jobs and livelihoods, sustainable consumption and equality into national and sub-national development plans and projects. They have backed the establishment of institutional architecture essential for improving coordination to achieve the SDGs. The ETTF has supported these efforts by providing expertise, developing and rolling out guidance, facilitating knowledge generation and exchange.

UNDP Strategic Plan Outcomes supported by the ETTF primarily include:

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment.

Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles.

Women in Massantola, a small town and commune in South-western Mali, are preparing the land to plant crops. Women play important roles in strengthening agricultural resilience in Mali. (Photo: UNDP /Imen Meliane)



Highlights in 2015 included assistance under the Green Commodities Programme, which helps countries shift vital sectors of their economies to more sustainable, inclusive paths. UNDP expertise aided countries in international negotiations on nationally determined contributions to greenhouse gas emissions reductions, the centerpiece of the Paris Agreement on climate change, and informed discussions on emissions mitigation, climate adaptation, forests and climate finance. A diverse array of knowledge products, tools on financing for development and advocacy around the illegal wildlife trade underscored UNDP’s role as a thought leader and early supporter of rapid action on the SDGs.

Through EETF funds, UNDP in 2015 was able to deepen application of its own Social and Environmental Standards and related Compliance Review and Stakeholder Response Mechanism. . These have set a high benchmark for organizational performance and strengthened quality of UNDP programming through a corporate commitment to the normative principles of human rights, gender quality and environmental sustainability.

Strategic Plan
Output supported:
1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste

A woman demonstrates the use of raingauges installed through the LDCF supported project in Dakoro, Niger. (Photo: UNDP Niger)





Women are not immune to heavy work in the oil palm plantations. Marni (left) and Endang are part of an all female group responsible for weighing the fresh fruit oil palm bunches before they are collected for processing in the mill. Both women say they dream of owning their own plantation in the future so that they can better support their families. (Photo: UNDP Indonesia/Nicholas Hurt)

Strategic Plan

Output supported:

2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation

SUSTAINABLE AND INCLUSIVE DEVELOPMENT

Managing production to provide lasting benefits

With support from the ETTF, UNDP's Green Commodities Programme assists countries to align the production of agricultural commodities with combined economic, social and environmental aims. In **Costa Rica** in 2015, meetings under the National Platform for the Sustainable Production and Trade of Pineapple engaged over 900 technical staff and representatives from over 50 organizations. The result was a comprehensive Action Plan to ensure the sustainability of the pineapple industry, worth \$800 million to the national economy. The plan will guide the better management of agrochemical run-off and more systematic water quality monitoring near human settlements. The many pineapple producers who are small-scale farmers will gain support to improve farming practices and livelihoods.

In 2016, the President of Costa Rica signed a decree giving the action plan official status. A monitoring committee for implementation comprises representatives from the government, private sector and civil society, while an online tool encourages public monitoring. This puts Costa Rica at the vanguard in transparently tracking the social and environmental performance of its main commodity. Under the UN-REDD (**Reducing Emissions from Deforestation and Degradation**) programme, UNDP also helped develop a Land Use Change Monitoring System, with a public website showing forest loss and gain, and land use changes by specific producers. It can pinpoint illegal encroachments of farmland into natural habitat, breeches to forestry law and the regeneration of forests within farms.

The **Dominican Republic's** famous fine-flavor cocoa is a vital source of revenue, but poverty remains high among cocoa-producing communities. Small-scale farmers produce more than 50 percent of the crop using outdated methods; most lack financial means to invest in their plots, keeping crop yields and profitability low. Led by the Ministry of Agriculture and the National Cocoa Commission, and assisted by UNDP, the National Cocoa Platform has established the first National Cocoa Action Plan. It reflects the views and experiences of over 300 producers, government institutions, research centres, civil society organizations, aid agencies and international buyers.

The Plan aims to roll out a national system for the public and private sectors to work together to sustainably increase yields and livelihoods, particularly for more than 30,000 smallholder producers. Farmers will gain training on agricultural practices through their buyer or processor, or the Ministry of Agriculture. Efforts are also underway to set up local outlets where farmers can access good quality planting materials, fertilizers and pest management products. A consortium of professional schools and academic institutions will develop related curricula and educational materials.

Indonesia is the world's largest producer of palm oil—more than 30 million tons per year. The industry generates 4.5 percent of GDP and employs 3 million people. But unsustainable production is also denuding tropical forests and hastening climate change. The Indonesia Palm Oil Platform, led by the Ministry of Agriculture and supported by UNDP, brings together key stakeholders involved in the industry—including government ministries, businesses, civil society organizations and global partners—to define how to move forward. As part of working towards a national action plan on sustainable production, several workshops took place in 2015. They covered issues such as improving land legality for smallholders, using degraded land, enhancing the competitiveness of smallholders and legal obstacles for smallholder certification.

UNDP is also helping smallholder farmers, responsible for over 40 percent of palm oil plantations, to develop good agricultural practices and comply with the Certification System for Indonesian Sustainable

Palm Oil, a mandatory national scheme to encourage sustainable production. A pilot project to support smallholder certification began in 2015, in partnership with two major palm oil companies, Asian Agri and Astra Lagro Lestari.

Other assistance has gone towards aligning the national certification scheme with the international voluntary Roundtable on Sustainable Palm Oil programme. A comprehensive study identified similarities and differences, and made recommendations on strategic links between the two, including to reduce forest loss and curb greenhouse gas emissions from land use changes. One key recommendation, given the many elements required by both certification systems, is to conduct more efficient joint audits and certifications of plantations.

Sustaining resources by combatting the illegal wildlife trade

Support from the ETTF deepened UNDP's growing global international wildlife trade portfolio. In 2015, UNDP and partners including the World Bank, United Nations Environment Programme (UNEP) and the World Wildlife Fund launched the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development. It will address threats driving species to extinction, such as hunting, poaching and the illegal trade of endangered species. Eleven countries have already initiated related programmes: **Botswana, Cameroon, Ethiopia, India, Indonesia, Kenya, Mozambique, Republic of Congo, Tanzania, Thailand and Zimbabwe.**

The first Donor Roundtable on Wildlife and Forest Crime took place in New York, organized by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Secretariat, UNDP, UNEP, the United Nations Office on Drugs and Crime (UNODC) and the World Bank. The Roundtable convened over 30 representatives and officials from the governments of **Canada, France, Germany, Japan, Norway, Switzerland, the United Kingdom and the United States; the European Union;** the Global Environment Facility (GEF) and the International Institute for Sustainable Development. Participants outlined funding plans, gaps and opportunities for more effective collaboration, and agreed to meet on a regular basis.

With momentum galvanized by the adoption of the United Nations General Assembly Resolution on tackling illicit trafficking in wildlife and the SDGs, UNDP and its partners, including the Wildlife Conservation Society, the CITES Secretariat, UNODC and the World Bank organized a high-level political event in New York to reaffirm commitments to stop wildlife and forest crime. This led to the launch of a new One UN Global Campaign in 2016, "Wild for Life." In 2015, a United Nations-wide social media campaign mobilized people around the world to recognize that "Wildlife Crime Is Serious Crime."

A regional workshop on wildlife crime and snow leopards in Central Asia took place in Bishkek, attended by representatives from the **Kyrgyz Republic, Kazakhstan, Tajikistan** and the **Russian Federation**, as well as from international organizations and environmental non-governmental organizations. It produced a regional workplan to build capacities for protecting snow leopards and managing trade in wildlife. A follow-up meeting for snow leopard range countries on the sidelines of the Climate Change Conference in Paris focused on law enforcement, protected areas and ecosystems conservation, and advocacy and awareness-raising.

Backing scaled-up action on climate change

Given UNDP's vast portfolio of climate change projects, the ETTF supports the generation of knowledge and collection of invaluable real-world experiences. This informs policy advocacy and advice, and South-

Strategic Plan
Output supported:
1.4. Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented



A snow leopard in Sanjiangyuan National Nature Reserve, China. Snow Leopard conservation is key to improving sustainability and livelihoods in range countries. (Photo: Marc Foggini)

South cooperation initiatives geared towards stronger national capacities and results. It drives innovation and enhances abilities to build on opportunities emerging from the United Nations Framework Convention on Climate Change (UNFCCC) treaty negotiations and other global processes.

In 2015, the adoption of the Paris Agreement on climate change, along with the 2030 Agenda and the SDGs, the Sendai Framework for Disaster Risk Reduction and the Addis Ababa Action Agenda on Financing for Development provided a once-in-a-generation opportunity to advance sustainable development. While climate change was at the heart of the Paris Agreement, it was also a cross-cutting issue in other global dialogues. Through the ETTF, UNDP engaged effectively with these processes, including by providing technical advice to aid developing countries in advocating for their priorities.

In-depth analyses and summaries of each round of the UNFCCC negotiations were distributed to over 140 national delegations, including from countries most vulnerable to climate change—those in the Alliance of Small Island States, the Least Developed Countries Group and the Africa Group. Countries praised the summaries as especially useful in negotiations on nationally determined contributions, the centerpiece of the Paris Agreement. In the run-up to the agreement, among other contributions, UNDP partnered with the Government of France to support a high-level event on climate finance, and shared innovations from **Cambodia** and **Tunisia** related to de-risking renewable energy and supporting climate adaptation in agriculture.

Throughout 2015, ETTF support helped UNDP communicate experiences from its \$2.4 billion portfolio of climate mitigation and adaptation projects in nearly 170 countries. Lessons and tools informed thinking around climate mitigation, adaptation, forests, finance and other core issues. A major flagship infographic report, *UNDP and Climate Change*⁴, described UNDP results delivered in partnership with the Global Environment Facility, Adaptation Fund, and other multilateral and bilateral sources. UNDP also collaborated on the *New Climate Economy Report* of the Global Commission on the Economy and Climate.

Numerous countries have requested UNDP support in developing climate-related policies and programmes to build on the Paris Agreement, and in accessing climate finance. In 2015, UNDP's Climate Finance Options Platform continued to serve as a major source of information, data, tools, and best practice examples of international and domestic climate finance for developing countries. UNDP and the World Bank helped **Viet Nam's** Ministry of Planning and Infrastructure use the platform to produce the first country-specific knowledge bank on climate finance options.

A climate finance innovation contest sponsored by Mitsubishi UFJ Morgan Stanley Securities Co., under the aegis of the Climate Finance Options Platform and MDG Carbon, Ltd., highlighted innovative proposals from around the world in financing climate mitigation and adaptation efforts. The winner, F3-Life, offers a unique green loans scheme throughout agricultural areas in east and southern **Kenya**.

⁴ http://www.undp.org/content/dam/undp/library/Climate%20and%20Disaster%20Resilience/UNDP_and_Climate_Change.pdf



Morocco is fighting climate change with Liquid Gold-Argan Oil. (Photo by Salerm Cosmetics)

Strategic Plan

Output supported:

1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste

Reducing emissions by protecting forests

Deforestation and degradation accounts for nearly 20 percent of global greenhouse gas emissions. Reducing Emissions from Deforestation and Degradation (REDD) values the carbon stored in standing forests to create financial incentives for developing countries to protect them. The aim is to significantly reduce carbon emissions, and provide funds for poverty reduction, the preservation of biodiversity and other vital ecosystem services, and the transition to low-carbon development. Resilient forest ecosystems also help countries adapt to climate change.

In 2015, under the UN-REDD Programme, and with funds from the EUTF, UNDP supported **Ecuador** and **Zambia** to finalize national REDD+ plans, and helped **Cambodia**, **Costa Rica** and the **Republic of Congo** to improve draft plans. In the Republic of Congo, all REDD+ implementing bodies are now in place. **Mongolia** integrated REDD+ into its Green Development Strategy, ensuring coherence with its broader development agenda. **Cote d'Ivoire**, **Madagascar**, **Malawi** and **Paraguay** initiated work on roadmaps for national REDD+ strategies. Paraguay linked a preliminary draft of its strategy to its 2030 National Development Plan, and took into account results from a number of different UNDP-supported studies, including on the direct and indirect drivers of deforestation and forest degradation.

With UNDP assistance, **Indonesia** launched a Forest Governance Index and an Evaluation of the Forest Licensing System in May 2015. The index has resulted in a number of changes in regulations and provincial budgets, including to counter gaps in managing land conflicts. Among other issues, it has shed light on the fair use of forest resources, forest management transparency and integrity, and law enforcement capacity, and encouraged

the production of robust governance data validated through public inputs. To staunch corrupt practices, the Ministry of Environment and Forestry has developed sanctions and a recourse mechanism.

The **Democratic Republic of Congo** established a financial structure to manage REDD+ funds according to its National REDD+ Strategy, while **Cambodia**, **Côte d'Ivoire**, **Ecuador**, **Kenya**, **Nepal**, **Sri Lanka** and **Viet Nam** are designing national REDD+ fund management systems. **Peru** and **Chile** advanced national financial mechanisms to receive REDD+ results-based payments and channel resources towards implementation of their national strategies. Peru is testing a nationally replicable Environmental Forest Fund, a scheme for providing payments for environmental services to smallholder farmers that will be central to the national REDD+ strategy.

A growing number of countries have gender-sensitive national REDD+ strategies and readiness processes. **Cambodia**, **Democratic Republic of the Congo**, **Ecuador**, **Indonesia**, **Sri Lanka** and **Viet Nam** have undertaken integrated gender and REDD+ issue diagnoses; **Cambodia**, **Indonesia**, **Panama** and **Viet Nam** have conducted gender-focused REDD+ dialogues and capacity-building activities. **Panama's** 'active listening process' channeled gender perspectives into the formulation of the national strategy.

As part of advancing REDD+ safeguards, in 2015, **Bhutan** identified the benefits and risks of potential REDD+ actions, and analysed its legal and policy framework in the context of the Cancun safeguards. **Peru** designed a Safeguard Information System and stakeholder consultation process. In **Malawi** and **Uganda**, safeguards were embedded in the REDD+ roadmap.

To share valuable insights on the practical application of UNFCCC safeguard requirements, UNDP issued two publications, REDD+ Safeguards Information Systems: *Practical Design Considerations and Country Approaches to REDD+ Safeguards: A Global Review of Initial Experiences and Emerging Lessons*. Three regional workshops on safeguards took place in Bangkok, Nairobi and Panama, engaging most of the 60 UN-REDD partner countries.

Support for participatory mechanisms to shape national REDD+ policies included helping organizations of indigenous peoples and civil society develop skills to better influence and

inform policy dialogues. UNDP also assisted with draft legislation on public consultations in **Honduras**; the designing and testing of protocols for free, prior and informed consent in **Papua New Guinea**; the inclusion of consent provisions in provincial REDD+ plans in **Viet Nam**; and the design of a Grievance Redress Mechanism for REDD+ in **Sri Lanka**. In **Kenya**, a multistakeholder taskforce on anticorruption measures was established and reviewed the Kenya Forest Service Code of Conduct, marking the first time such a review occurred outside the Forest Service.

The Initiative on Community-Based REDD+, a grant facility for local REDD+ efforts in

partnership with the GEF Small Grants Programme, became fully operational in 2015 with the approval of country plans in six pilot countries: **Cambodia, Democratic Republic of the Congo, Nigeria, Panama, Paraguay and Sri Lanka**. Over 150 grant proposals were submitted, and 45 financed. These are already helping communities develop organizational and technical capacities, and take practical steps to regenerate degraded forest ecosystems, establish agroforestry and sustainable agricultural practices, and introduce stoves to reduce pressure on forests from fuel wood collection, among other activities.



In Peru's Amazon region, communities defend their natural forest wealth and foster resilient forest ecosystem. (Photo: Eba Amazon/UNDP/Mey Lin Chiang)



The Third International Conference on Financing for Development. (Photo: UNDESA/ Shari Njiman)

Financing sustainable development

Financing for the post-2015 development agenda has mandated a global development partnership framework that not only strives to support governments and intergovernmental bodies in meeting their financial targets but also in addressing challenges related to the international finance system. The **Addis Ababa Action Agenda** (AAAA) lays out the steps the international community promises to take to fund the world's new sustainable development agenda.

UNDP has a large portfolio of work on financing for development (FfD); from supporting countries to access and programme environmental finance, to working with aid providers and recipients to exchange knowledge and make development cooperation more effective, to carrying out research and policy advice on debt sustainability, to maximizing the potential of private finance.

Third International Conference for Financing for Development, Addis Ababa

In the lead-up to the UN's Third International Conference on Financing for Development convened in Addis Ababa in July 2015, UNDP supported the inter-governmental negotiations with substantive inputs to UN Member States with particular emphasis on providing support to the negotiation teams of Least Developed Countries (LDCs) and Small Island Developing States (SIDS).

With the support of ETTF funds, UNDP organized a series of side events and launched

publications that informed thinking around investing in the well-being of people and the planet. The side events encompassed issues such as leveraging environmental finance for sustainable development, biodiversity investments, food security and sustainable cities, a land-degradation neutral world, and financing the development challenges of small island developing states.

A short film conveyed the potential of leveraging environmental finance to deliver

multiple economic, social and environmental benefits, while multiple background documents covered issues including the mobilization of private finance for sustainable development. The new Financing Solutions for Sustainable Development platform links sustainable development policies with financing solutions and mechanisms, aiming, among other objectives, to expand knowledge on the breadth of financing solutions to implement the SDGs.

Strategic Plan

Output supported:

7.4. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing

As part of early efforts to mobilize resources for the SDGs, the ETTF-supported Poverty and Environment Initiative assisted **Kenya, Malawi** and **Rwanda** on budget coding; **Kyrgyzstan, Mozambique** and **Tajikistan** on expenditure reviews; Mauritania on results-based budgeting; and **Lao People's Democratic Republic** on cost-benefit analysis.

In 2015, with ETTF support, the Biodiversity Finance Initiative expanded activities to 30 countries. Ten countries mapped drivers of biodiversity loss and linked them with financing institutions. Twelve countries developed better financing for forests, such as **Peru**, through a \$300 million pledge from Norway. Through the Partnership for Action on the Green Economy, UNDP helped **Burkina Faso, Ghana, Kenya, Mauritius, Mongolia, Peru, Rwanda** and **Senegal** institute stronger financing processes.

Through the Enhanced Integrated Framework, UNDP has helped **Cambodia** draft a mid-term resource mobilization plan on trade and **Malawi** cost its Trade Joint Sector Plan. The new joint UNDP-OECD Tax Inspectors Without Borders project provided capacity development support on tax auditing to **Albania, Ghana, Jamaica, Liberia** and **Senegal**, among other countries. As small island developing states, **Cape Verde** and **Fiji** developed skills for leveraging blended finance in support of the 'blue economy', or marine-based

economic development that improves human well-being and equity while minimizing environmental risks and ecological scarcities.

Improving accountability for quality programming

In 2015, UNDP launched its Social and Environmental Standards and Accountability Mechanism to operationalise its commitment to apply normative principles of human rights, gender quality and environmental sustainability in all programming. A network of focal points across the organization is now in place to raise awareness and uphold implementation. In part through ETTF funds, training for over 500 staff members has aimed at equipping them to develop projects and programmes that follow the standards. A Development Solutions Team at headquarters is devising operational tools, including guidance on issues related to environmental and social assessments, human rights, indigenous peoples, displacement and resettlement.

Technical backstopping and quality assurance have supported social and environmental screening procedures, in particular on high-risk portfolios under the REDD+ initiative, GEF and the Green Climate Fund. Public registries are now in place to track complaints. These measures contributed significantly to UNDP's early accreditation to the Green Climate Fund, as institutional safeguards and an accountability mechanism for grievances and compliance are a core requirement.

COP 21 UN Climate Change Conference Paris 2015. 195 countries adopted the first-ever universal, legally binding global climate deal. (UN photo)



FINANCIAL SUMMARY

ENVIRONMENT AND ENERGY THEMATIC TRUST FUND

TABLE 1: SUMMARY

Description	Amount
Contributions	11,402,795
Expenditure	12,156,883

Note: All expenditure figures contain carryover funds from 2014 as well as 2015 contributions.

TABLE 2: CONTRIBUTIONS BY DONOR

Donor	Amount
Germany	10,439,560
Luxembourg	588,235
The Netherlands	375,000
TOTAL	11,402,795

FIGURE 1: EXPENDITURES BY REGION

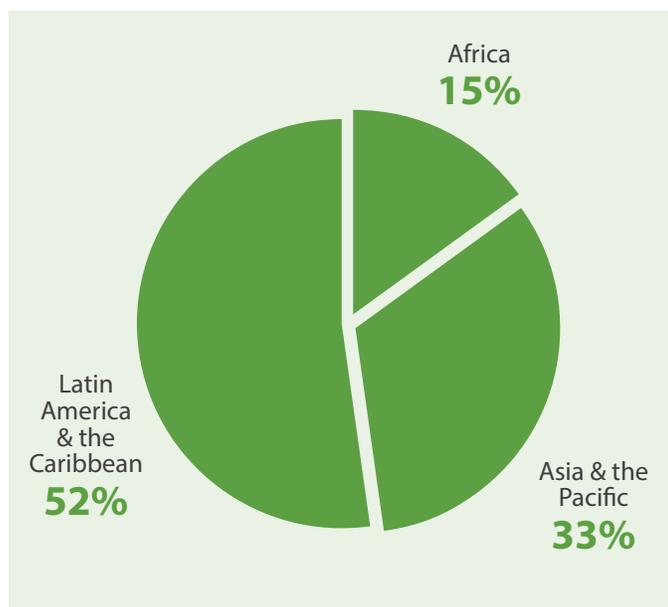
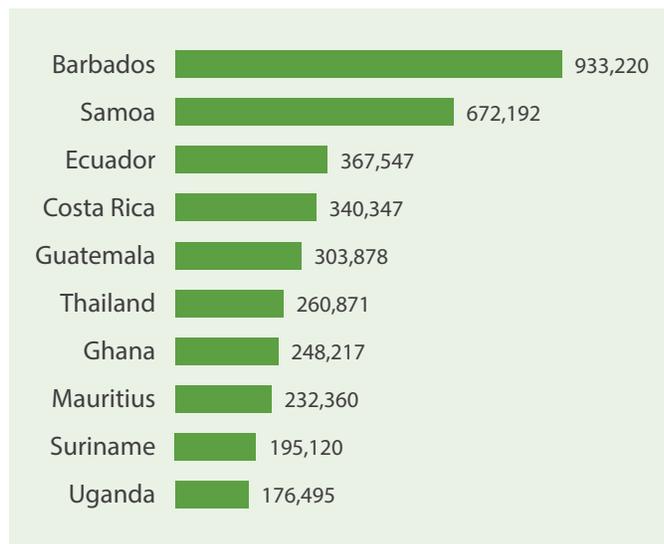


FIGURE 2: 10 COUNTRIES WITH HIGHEST EXPENDITURES



**TABLE 3: EXPENDITURES -
COUNTRY, REGIONAL, GLOBAL**

Country/Location	Amount
Argentina	74,420
Barbados	933,220
Bhutan	138,115
Botswana	105,201
Colombia	116,798
Costa Rica	340,347
Dominican Republic	74,499
Ecuador	367,547
El Salvador	8,025
Fiji	86,878
Ghana	248,217
Guatemala	303,878
India	154,780
Indonesia	115,664
Lao People's Democratic Republic	46,107
Lebanon	11,216
Malaysia	70,477
Mauritius	232,360
Mexico	80,913
Peru	85,835
Philippines	25,362
Samoa	672,192
Senegal	5,243
Suriname	195,120
Tanzania, United Republic of	13,780
Thailand	260,871
Uganda	176,495
Zambia	42,758
Regional - Asia and the Pacific	233,705
Regional - Latin America and the Caribbean	330,789
Global - Climate Change	3,150,251
Global - Environmental Mainstreaming	460,683
Global - Climate Change and Disaster Risk Reduction	642,778
Global Policy and Programme Support	2,352,359
TOTAL	12,156,883



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